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Denmark	100.00	100.00	100.00	100.00
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Germany	100.00	100.00	100.00	100.00
Greece	100.00	100.00	100.00	100.00
Hong Kong	100.00	100.00	100.00	100.00
Italy	100.00	100.00	100.00	100.00
Japan	100.00	100.00	100.00	100.00
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Spain	100.00	100.00	100.00	100.00
Sweden	100.00	100.00	100.00	100.00
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FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

UK POLITICS
Labour's strategic
stairway to heaven
Page 18

FT No. 31,151
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Friday May 18 1990

D 8523A

World News

Iran and Iraq show signs of reviving peace talks

Iraq and Iran are moving to revive peace talks aimed at resolving the Gulf war, suspended by an uneasy ceasefire since July 1988.

An Iraqi daily, al-Qadisiya, said Iraq was prepared for a new chapter in its relations with Iran. Page 5

Lithuanian request
Lithuanian Prime Minister Kazimieras Prunskis went to Moscow to try to open talks with the Kremlin on independence. The offer to suspend recent Lithuanian laws affecting issues sensitive to Moscow. Estonia ban, Page 2

Salvador initiative
Representatives of the government of El Salvador and the Farabundo Marti guerrilla organisation began peace talks in Caracas. Page 7

Guard on deputies
East Germany's parliament was asked to suspend its session after death threats against prominent deputies. Interior Minister Peter-Michael Diestel said. Poll caution, Page 2

Israeli sentenced
A military court gave two Israeli soldiers suspended jail terms for kicking a 13-year-old Palestinian boy and striking out a cigarette on him.

Capital shelled
British guerrillas in northern Ethiopia said they were shelling the besieged provincial capital of Asmara as fighting raged 15 miles away.

Travellers stranded
Hundreds of travellers were stranded in Manila as the national airline cancelled all international flights and cut domestic operations to carry out maintenance.

Euro-Africa rail link
A US company, Karpman International Corporation, proposed building a glass-fibre tunnel on the seabed across the Strait of Gibraltar for a railway linking Europe to Africa.

Reputable declared
Rebel leaders of the blockaded Papua New Guinea island of Bougainville declared independence, renaming it the Republic of Bougainville.

Rare Beethoven
A rare Beethoven manuscript, the 16-page first movement of the Sonata for Violoncello and Piano in A Major (Opus 68), fetched a record \$258,000 (\$357,000) in London.

Boat people hint
Hong Kong and the Association of South East Asian Nations joined forces to press the US and Vietnam to agree on mandatory repatriation of boat people. Page 6

Algerians back FLN
More than 100,000 people marched through Algiers to back the ruling National Liberation Front (FLN) ahead of June elections. Page 6

Wait for it...
Cyprus is considering a new use for soldiers conscripted into the National Guard - as waiters and barmen in holiday resorts. The aim is to end illegal hiring of foreigners.

Volvo's first quarter profits fall by 50%

Volvo suffered a fall of nearly 50 per cent in first-quarter profits for 1990. Scandinavia's biggest private sector company blamed the setback on a decline in car and truck sales and depressed margins, caused in part by rapidly rising production costs and unfavourable exchange rates. Income (after financial items) dropped to SKr1.05bn (\$175m) from SKr1.99bn, while group sales slipped by 3 per cent to SKr21.57bn. Page 21

CZECH Government as agreed phased measures to establish a market economy. Page 3

BRANQUE BRUXELLES Lambert, one of Belgium's big three commercial banks, announced that its half-year pre-tax profits to end March rose by 6 per cent to BFr5.4bn (\$150m). Page 22

US TEXTILE industry says it is prepared to give up its 30-year-old quota protection in the year 2001. Page 4

JAPAN'S merchandise trade surplus tumbled to \$3.54bn last month, 51.4 per cent lower than in April last year, mainly because of a continuing slump in car exports. Page 6

ROYAL INSURANCE, UK composite, made a pre-tax loss of \$78m (\$158m) in the first quarter compared to a \$45m profit over the same period last year. Page 21

NOBEL INDUSTRIES, Swedish armaments and chemicals group, is to pay SKr1.93bn (\$322m) for Stora Kem, process chemicals division of Stora, Europe's largest pulp and paper company. Page 22

HAWKER SIDDELEY, diversified engineering group, has acquired Eaton Technologies, a specialist manufacturer of motors for the automotive industry, for \$38m. Page 30

ELECTROLUX, Swedish group and world's leading white goods maker, reported negligible sales growth and a big drop in profits for the first quarter of 1990. Page 22

ROYAL DUTCH/HELL, Anglo-Dutch oil group, said its net income in the first three months of 1990 dropped by 36 per cent to \$18bn (\$1.37bn), compared with \$21.98bn in the same period last year. Page 31

SWEDISH Central Bank cut the discount rate by 1 point to 11 per cent, a sign that the economy is starting to improve. Page 2

BANK OF IRELAND raised first quarter pre-tax profits to \$134.2m (\$217m), up some 4 per cent on the previous year, but suffered reverses in the UK and the US. Page 23

JAPAN'S big four securities houses have reported bumper profits from trading Eurodollar equity warrants. Page 31

WHITBREAD, UK brewer, reported full-year pre-tax profits of \$280.2m (\$456.8m), some 17 per cent up on last year's \$232.2m. Page 27

SOGETI, controlling partner in Paris-based computing services group Cap-Sogefi-Gemini (CGS), has taken a majority interest in United Research, management consultancy with headquarters in London and New Jersey. Page 22

Western bankers fear growing settlement delays point to serious balance of payments problems Moscow faces import payments crisis

By Quentin Peel in Moscow

WESTERN BANKERS in Moscow are increasingly convinced that the Soviet Union will be forced to reschedule its trade payments soon, because of widespread and worsening delays in meeting bills.

There is also a growing conviction among traders that the payments delays are a reflection not simply of administrative tangles caused by economic reforms, as the authorities claim, but of real balance of payments difficulties.

Mr Ernest Obninsky, the deputy foreign minister responsible for economic relations, said yesterday that the Soviet authorities were taking measures to solve the problem, but gave no details.

He admitted that apart from Soviet enterprises ordering more imports than they had hard currency to pay for, another factor behind the delays was a growing trade deficit with the west. The full extent had been disguised by a trade surplus with Third World and socialist states, financed by Soviet credit.

In 1988, the Soviet Union had a hard currency trade deficit with capitalist countries of \$14.5bn. Preliminary figures for 1989 suggest a reduction in the deficit to \$10.5bn.

The immediate effect of the payments problems has been a sharp slowdown in confirmed export contracts to the Soviet Union, as western suppliers insist on payment by irrevocable

letters of credit, whereas previously they were happy to trade on open account.

Estimates of the size of the problem suggest that there are now delays affecting up to 10 per cent of trade payments with western suppliers, which have built up since the last quarter of 1989. Delays have affected payments totalling DM1bn (\$600m) for West Germany, for example, out of annual exports to the Soviet Union of DM11.5bn.

Bankers report no significant improvement in the delays since the scale of the problem became apparent in February.

"There are already delays of six months, which for medium and small-sized firms is a big

problem," according to one west European banker. "Several suppliers who rely on their Soviet business for most of their turnover are in real danger of going bankrupt."

"If anything the delays are getting longer," a West German banker said. "During the last weeks there has been a standstill, but compared to February the situation is getting worse. We know of one company which is suffering losses of DM700,000 in additional interest payments because of late payments."

"In my opinion they are quite near a major refinancing package," according to the Moscow representative of one of the largest western banks involved in Soviet trade.

Virtually all the enterprises involved in late payments are major state trading companies, such as Soyuzkhimexport, the chemicals importer, which is the biggest offender, and others such as Exportkhleb, the grain purchasing division of the government, Tekhnopromimport, the machinery importer, and Promsytimport, responsible for purchases of iron and steel products, and pipes.

Contrary to earlier official claims that a main cause was individual state enterprises importing beyond their means when allowed to trade directly for the first time, individual enterprises have been paying promptly, if not sometimes in advance, bankers say.

A flurry of consumer goods purchases in the latter half of 1989, prompted partly by official panic after the miners' strike last summer, is certainly seen as one factor. Almost certainly, those import orders were officially sanctioned by the Council of Ministers. Another appears to have been the collapse of a special export programme intended to pay for those purchases.

Mr Obninsky said yesterday that businessmen trading with the Soviet Union were more sanguine than journalists, and knew they would eventually be paid.

British markets gain sharply on rising hopes of EMS entry

By John Authers, Terry Byland and Andrew Marshall in London

BRITAIN'S financial markets surged yesterday on strengthening belief that the country was on the verge of entry to the European Monetary System and that the UK economy was responding to tightening of policy.

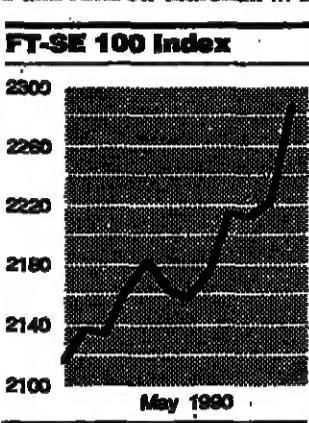
A newspaper interview with Mr John Major, Chancellor of the Exchequer, reinforced the view that the UK is set to join the EMS sometime this year. He repeated Britain's intention to enter the ERM and said measures of inflation would determine the timing.

Amid wild rumours and panic buying, traders took little interest in the first increase in unemployment for nearly four years as they struggled to keep up with the market.

The small rise of 1,900 in the jobless total in April was the lowest since 1979, but the slowdown in the UK economy is hitting the labour market, though the rate of unemployment remained unchanged at 5.6 per cent.

On the stock market, traders found themselves short of shares as the size of the rally took them by surprise. The Financial Times-Stock Exchange index, which had closed up 63.3 points, or 2.5 per cent, at 2,384.4, the biggest daily gain since November 1987.

The rise caused serious trading difficulties for some market-making firms. Trading desks buzzed with rumours



that one leading market-maker, which had been keeping its share inventory low, lost around \$1m (\$1.58m) as it was forced to buy shares at almost any price to meet the sudden wave of demand.

Trading in equities approached a buying frenzy at one stage with dealers accusing market-makers of delay in answering telephones as they tried to buy stock from their rivals before they could in turn mark prices higher.

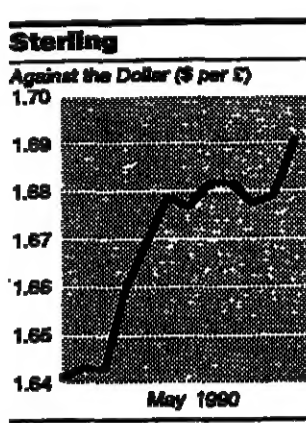
"This was the most painful day I have ever experienced in the equity market," said one dealer of many years' service. British government bonds firmed three full points at the long end of the day's high. Mr Gavin Davies, chief economist in London at the US investment bank Goldman Sachs, said: "EMS speculation was the

main thing on the gilt market, because most of its move came before the unemployment number."

The sterling interbank market reacted so strongly that the Bank of England was forced to step in to reaffirm that base rates were set to stay at 15 per cent. Turnover on the futures market was three times the daily average. Mr John Kendall, an economist at Baring Brothers, said: "Rates at the short end have gone too far, too fast."

The pound closed 0.7 firmer on its trade-weighted index at 88.1 after a previous close of 87.4, reflecting a gain of over two pence on the mark and about a cent on the dollar.

EMS entry is expected to underpin sterling and could also provide the basis for a reduction in interest rates. One



analyst said: "The spectacular rally we have had is basically a huge or extreme indication about how much the market would like to join the ERM."

Rumours about how hit the markets many times before. But some traders said the strength of the response to Mr Major's remarks in an interview with the Wall Street Journal indicated the market's growing belief that entry would come in the next few months. "This is a classic market change of view," said Mr Peter Spencer of the investment bank Shearson Lehman Hutton.

The Treasury said that there Continued on Page 20

Reviving bitter memories, Page 10; Government hints, Page 45; London Stock Exchange, Page 35; Lex, Page 20.

Renault asked to repay FF8.4bn of debt write-off

Lucy Kellaway in Brussels and George Graham in Paris

SIR Leon Brittan, the EC's competition commissioner, has decided to ask Renault, the French vehicle maker, to repay about FF8.4bn (\$1.51bn) of the FF12bn debt write-offs paid by the French Government in 1988.

The recommendation - tougher than had been expected - will be put to the European Commission next week and appears set to cause a further furious row with Paris.

The French Government was adamant yesterday in its refusal to discuss the repayment of a single franc of the contested FF12bn debt write-off, still less the FF8.4bn demanded.

Mr Roger Fauroux, the French Industry Minister, said there was no call to discuss the amount of a reimbursement, since Paris had fulfilled its undertakings to the Commission. Mr Pierre Berégovoy, the Finance Minister, added that the write-off of Renault debts was a perfectly legitimate capital injection by the state as shareholder.

"I am just as hostile as Sir Leon Brittan to subsidies which distort competition, but we must not confuse a subsidy and an increase in the capital of a public sector company," said Mr Berégovoy.

"The other essential question is whether public sector and private sector companies can co-exist in a competitive market. The Treaty of Rome has settled the question and it is not up to Sir Leon to modify its dispositions by an article," he added.

However, EC competition officials stressed that to ask for the money back was a softer option than the alternative of taking the French Government to court over the payment of illegal aid. The Commission threatened to do this last December, when it asked for repayment of the full amount.

It then gave France three months to respond, warning that if the reply was not satisfactory the long-running affair would end up in the European Court of Justice.

Sir Leon favours putting the new demand to the French Government, in the hope that an out of court settlement can be reached. The Commission disputes the figures presented to it by France, which show that Renault has cut, or has promised to cut, capacity by the 15 per cent required under the original aid agreement.

The Commission believes that little has changed since it asked for the full amount to be repaid; the proposal to demand a lesser repayment recognises the promise to cut capacity in the future and the French Government's recent undertaking to change the "regie" status under which Renault was protected from bankruptcy.

Weekend
FT
Roger Matthews
reports on one of the
world's nastiest
regimes
What you need to
know about holiday
currency



US trade deficit widens sharply but underlying trends improve

By Anthony Harris in Washington

THE US merchandise trade deficit widened sharply to \$6.45bn from a revised \$6.1bn in March, despite record exports of \$33.28bn, the US Commerce Department said.

Imports rose 10 per cent from their low February value to reach \$41.7bn. The market consensus had been for a \$7.8bn deficit.

However, the reported deterioration in March was almost entirely the result of seasonal adjustment, which is always suspect near Easter. The unadjusted deficit was virtually unchanged at \$6.31bn.

Furthermore, the underlying trends remained strong, with exports growing nearly twice as rapidly as imports in the first quarter. As a result, the figures were shrugged off in the financial markets - both bonds and equities rose.

The inflation-adjusted figures (a new statistical series) show that the trade gap is down to \$21.8bn, compared with \$26.6bn during the first three months of 1989 - an improvement of 18 per cent in real terms.

JAPAN'S merchandise trade surplus tumbled to \$3.54bn last month, 51.4 per cent lower than in April last year, mainly because of a continuing slump in car exports and a rebound in imports.

The fall marked a resumption of the declining trend that began a year ago but was interrupted in March.

The new record in exports - up 4.5 per cent - was achieved despite the fact that two of the strongest categories had reached a temporary plateau. Shipments of capital goods were unchanged from February, and of consumer goods up 1.5 per cent.

The export figures for the first three months show capital goods up 32 per cent, compared with 1989, and consumer goods up 35 per cent.

The main increases in March were in cars and parts (up \$600m), industrial materials (up \$500m) and foods and feeds (up \$200m).

when the surplus rose 7.3 per cent. On a seasonally adjusted basis, the surplus dropped 46 per cent in April from the previous month to \$3.3bn.

Officials said the figures reflected effects of structural reforms aimed at boosting domestic demand and reducing the emphasis on exports. Page 6.

There were also strong, seasonally adjusted rises in industrial materials, capital goods and consumer goods.

Over the first three months of the year, imports have risen by 5.7 per cent compared with 1989, while exports are up by 10.3 per cent. The first quarter deficit is down to \$23.9bn from \$26.4bn a year earlier.

Analysis, Page 7

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MARKETS

Romanian revolutionaries fight a war of words

Young revolutionaries who overthrew the corrupt dictatorship of Nicolae Ceausescu find themselves still in opposition, branded by leading presidential candidate Ion Iliescu (left) as "hooligans". Page 18

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World Index	42

STERLING	
New York lunchtime	\$1.6910
London	\$1.6905 (1.87)
DM2.7650 (2.7575)	
FF6.3825 (2.2975)	
SF2.3750 (2.35)	
Y267.25 (264.0)	
S index 88.1 (87.4)	
GOLD	
New York: Comex Jun	\$389.25 (389.5)
London	\$389.25 (389.5)
W SEA OIL (Argus)	
Brent 15-day Jul	\$17.775 (17.825)
Chief price changes	
yesterday: Page 21	

DOLLAR	
New York lunchtime	DM1.6485
FF6.5640	
SF1.4080	
Y192.045	
London	DM1.6475 (1.643)
FF6.5500 (5.5375)	
SF1.4045 (1.399)	
Y192.25 (191.36)	
S index 67.0 (same)	
Tokyo close: Y192.0	
US interbank rates	
Fed Funds 6 1/2	
2-mo Treasury bill:	
yield: 7.85%	
Long Bond:	
101 1/4	
yield: 8.88%	

STOCK INDICES	
FT-SE 100:	
2,284.4 (+63.3)	
FT Ordinary:	
1,795.7 (+55.9)	
FT-A: All-shares	
1,122.46 (+2.6%)	
New York lunchtime:	
DJ Ind. Av.	2,834.72 (+15.04)
S&P Comp	355.11 (+1.11)
Tokyo: Nikkei	32,061.6 (+93.96)

LONDON MONEY	
3-month interbank:	
closing 15 1/4 (15 1/2)	
Libor long gilt future:	
Jun 83 1/2 (81 1/2)	

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EUROPEAN NEWS

European groups back Ecu

By Lucy Kellaway in Brussels

LEADING European companies yesterday put their weight firmly behind the Ecu as a European common currency.

At a conference in Brussels they called on political leaders to make a clear statement committing Europe to the Ecu and establishing a timetable for its introduction.

One business leader after another, from Mr Giovanni Agnelli of Fiat to Mr Carl Hahn of Volkswagen and even the embattled and outgoing Mr Cor van der Klugt of Philips, stressed the potential advantages of replacing 12 currencies with the Ecu. However, they said the Delors report on Economic and Monetary Union was unrealistic in expecting the use of the Ecu to spread as soon as the administrative barriers to its use had been removed.

"Europe's managers are in favour of a wider use of the Ecu, but they are waiting for a political statement that the Ecu will be the single currency of the union," Mr Agnelli said.

The conference, organised by the International Herald Tribune newspaper, agreed that

the main barrier to the Ecu's use was its lack of credibility. According to a report by consultants Ernst & Young on behalf of the Association for the Monetary Union of Europe, businesses would expect a common currency to produce significant savings of between 0.5 and 1 per cent of their turnover.

The report calls on member states to make an announcement after the December inter-governmental conference on monetary union, and to set a 1997 deadline for completing the shift to a single currency.

The only definite conclusion you can draw is that there will be new powers for the Parliament," said Mr David Martin, the British socialist MEP, whose political reform report in March helped put the issue on the EC agenda. "But how wide-ranging these new powers will be is very open to question."

The four-hour discussion revealed, at one end of the spectrum, the trio of West Germany, Italy and Belgium in favour of boosting the Parliament's powers.

Mrs Irmgard Adam-Schwartz, a Bonn foreign office minister, said some way should be found to involve MEPs in the coming political union conference of the Twelve, likely to be launched next month.

Mr Gianni de Michelis, the Italian Foreign Minister, said Italy was ready to call a special autumn summit to speed political reform talks and to give MEPs a formal say on any new treaty.

At the other end of the spectrum is Britain, which wants to give Parliament only new financial audit powers over the Commission, and Portugal, which made clear its lack of interest in political reform until it had been first guaranteed more EC cash in coming monetary union talks.

But Mrs Lynda Chalker, representing the UK as a foreign office minister rather than in her departmental role in charge of overseas aid, took no firm public position against giving MEPs greater legislative powers or the right to elect the Commission head.

In contrast to its immediate opposition to certain EC monetary union plans, the UK Government seems to hope that some of the more far-reaching political reform ideas will die of their own accord.

MEPs predict their power will grow

By David Buchan in Strasbourg

MEMBERS of the European Parliament and ministers of the 12 EC member nations emerged yesterday from discussing the largely uncharted seas of political reform to reach the preliminary conclusion that MEPs appear likely to win greater power.

The only definite conclusion you can draw is that there will be new powers for the Parliament," said Mr David Martin, the British socialist MEP, whose political reform report in March helped put the issue on the EC agenda. "But how wide-ranging these new powers will be is very open to question."

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In contrast to its immediate opposition to certain EC monetary union plans, the UK Government seems to hope that some of the more far-reaching political reform ideas will die of their own accord.

Philip Morris, the US cigarette manufacturer with large production in West Germany, has succeeded in a bid to take over East Germany's monopoly cigarette producer, VEB Kombinat Tabak in Dresden, Leslie Collett reports from East Berlin.

Philip Morris has agreed to raise the wages of the Dresden cigarette workers by DM150 a month on July 2 when German monetary union takes place.



Mr James Baker (centre), US Secretary of State, visits the Trinity Monastery of St Sergius in Zagorsk near Moscow with Mr Eduard Shevardnadze (left), the Soviet Foreign Minister.

The US and the Soviet Union resumed arms talks in Moscow yesterday but appeared to make little headway in the run-up to the end-of-May summit.

Mr Baker was asked whether Moscow had softened its position on a strategic arms reduction treaty (Start) just before going into a second meeting with Mr Shevardnadze. "Not a lot," he replied tersely. US officials said the Soviet position had been tougher than expected.

Mr de Maizière stressed that joint elections must be preceded by "consensus" abroad on German unification. Chancellor Helmut Kohl of West Germany has mooted the idea of a pan-German poll as early as December, a suggestion already rejected this week by the East German Government.

Mr de Maizière said the entry of East Germany via incorporation into West Germany, into the European Community should be seen "not as challenging, but complementing" the EC.

Speaking at the European Parliament in Strasbourg, Mr de Maizière said there should be special guest status at Strasbourg for representatives from East German territory until 1994, the date of the next Euro

Parliament elections. Up to then - and even after unification - Germany will be represented by its current troupe of 81 West German MEPs.

After meeting several EC Commissioners Mr de Maizière listed agriculture, fishing (East Germany has a fleet twice the size of West Germany's) and environment as areas where East Germany would want "a fairly lengthy road" towards bearing the full brunt of EC rules.

Mr Kohl said on Wednesday that the most useful form of solidarity that his EC partners could show was not money but tolerance of "sensible transition steps" for East Germany's assumption of full EC membership obligations.

Conceding that the transition to a social market economy might throw East Germans out of jobs, Mr de Maizière wanted early discussions with Brussels on money for retraining from the EC Social Fund.

His remarks came as Mr Gorbachev told reporters at the Russian parliament that his reform efforts were being hindered by the conservative mentality of the Soviet public.

However, despite professions of support for "market relations", Mr Gennady Yanayev, who became head of the union movement earlier this year, made it clear that the trade unions, which officially have 140m members, have rejected plans for radical economic change.

Mr Yanayev's remarks have thrown down a direct challenge to Mr Gorbachev on the eve of economic reform. On Monday, Mr Nikolai Ryzhkov, the Soviet Prime Minister, is due to present the Govern-

ment's new proposals to the Supreme Soviet (standing parliament).

In an interview in Pravda, the Communist Party newspaper, Mr Yanayev said the official unions would be willing to go on strike if necessary.

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Estonia tries to head off Russian strikes

By Christopher Bobinski in Tallinn and Quentin Peel in Moscow

ESTONIA yesterday banned strikes, in an attempt to head off stoppages threatened by Russian activists who are demanding the resignation of Mr Arnold Ruutel, the republic's president, and the reversal of its declaration of independence.

The ban came as Mr Ruutel admitted "there is a certain standstill in relations with Moscow" but added this could be because the Soviet leadership "has so many things on its mind".

Ironically for a republic asserting its independence, the strike ban is being implemented under Soviet law - Estonia has no law to ban strikes. The stoppages were planned for Monday.

Yesterday, members of a new home guard patrolled government buildings to show that any attempt to take them over by opponents of independence would be resisted.

Meanwhile, Mrs Kazimiera Pruskienė, Lithuanian Prime Minister, arrived in Moscow last night to seek a meeting with President Mikhail Gorbachev. She offered in particular to suspend Lithuanian laws affecting the military and the republic's borders, the issues most sensitive to Moscow.

The Lithuanian search for a compromise comes against the background of a rapidly worsening energy crisis in the Baltic republic. Lithuania's press reported yesterday that the Ignalina nuclear power station may be forced to close on May 20 "due to minor problems", leaving the whole republic dependent on the thermal power station at Elektrenai, which has precisely four days' fuel supply left.

Mrs Pruskienė is seeking to capitalise on the presence in Moscow of Mr James Baker, US Secretary of State, who has made it clear that a continuing refusal to open dialogue with Lithuania is likely to block a trade agreement at the forthcoming Washington summit.

Trade union leader gives warning on Soviet reform

By John Parker in Moscow

THE NEW leader of the Soviet Union's official trade union movement has demanded indexation of wages and a guarantee of full employment, as the price of accepting President Mikhail Gorbachev's plans to reform the sinking Soviet economy.

His remarks came as Mr Gorbachev told reporters at the Russian parliament that his reform efforts were being hindered by the conservative mentality of the Soviet public.

However, despite professions of support for "market relations", Mr Gennady Yanayev, who became head of the union movement earlier this year, made it clear that the trade unions, which officially have 140m members, have rejected plans for radical economic change.

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EUROPEAN NEWS

Hungarians reject shock treatment for economy

By Nicholas Denton in Budapest

HUNGARY'S incoming conservative Government has rejected shock therapy in its economic programme because of fears of an influx of over-hasty foreign investment.

According to its policy paper, to be published next week, the Government has decided to take a more cautious path because "the creation of the infrastructure and the institutions necessary for a market economy takes time."

The root of the hesitancy lies in a reluctance to open the economy too quickly to foreign investors, who alone have the resources to fund real and rapid privatisation.

One of the main themes of the Hungarian Democratic Forum, the dominant party in the conservative coalition which won last month's elections, is the need to create a strong property-owning middle class to guarantee political stability. Forum experts argue that foreign investment, if too hasty, would provoke a popular backlash against private business, both foreign and Hungarian.

Foreign companies get a selective welcome in the programme. The coalition aims to move towards neutral treatment of foreigners and Hungarians. This, given budgetary constraints, implies an increase in the currently preferential taxation of foreign joint ventures.

The programme adopts a three-pronged policy for privatisation. First, to be sold, starting this year, will be companies in the heavy industry which are immediately attractive to Hungarians and companies that are ailing or bankrupt because of the decline in trade within Comecon.

Remaining enterprises will be privatised over a longer period, and leasing is suggested as an interim solution.

Prague to phase introduction of market economy

By John Lloyd in Prague

THE CZECH Government has agreed phased measures to establish a market economy, apparently after overcoming a period of hesitation and feuding over economic reform.

Chief among the measures is the introduction of internal convertibility for the Czech currency (the crown) by January 1 1991. From then, enterprises and citizens will be able to change an unlimited number of crowns for hard currency at domestic banks.

The Government is preparing - and bracing itself - for the consequences of the change, which one minister described as "70 per cent of the way to external convertibility".

Mr Marian Calfa, the Prime Minister, and Mr Vladimír Dlouhý, deputy prime minister in charge of planning, have opened talks with the European Commission and the World Bank for a standby facility to meet the likely demand for hard currency - talks which Mr Dlouhý continued in Brussels yesterday.

Ministers estimate that a further devaluation of the crown will be essential to prepare for internal convertibility. This is likely to take the exchange rate against the dollar from its present level of 17 crowns to the dollar to 24 or 25. A sale for external convertibility is expected to be set for some time next year.

The Government also agreed this week that prices for many commodities would be liberalised this year. A revitalisation of the banking system was also agreed, designed to establish a commercial relationship between the banks and the country's enterprises. Under the old system the banks merely provided the credit necessary for enterprises to fulfil their part of the state plan.

A "stabilisation programme" will be introduced in two stages to reorient industry

towards the market while preserving a measure of central control. The first stage, from July 15, will lay out a framework for industry which will include such mechanisms as tax exemptions, employment grants and funds for structural reorganisation.

The second, from September 30, will establish a two-year indicative plan on the French model, comprising macroeconomic indicators taking account of the effects of price liberalisation and the rate of inflation.

Inflation is unofficially reckoned to be around 4 per cent and seen as likely to rise.

Both Mr Dlouhý and Mr Vladimír Klaus, Finance Minister, have warned of bankruptcies in the months ahead as credit is tightened and as banks learn new rules.

However, privatisation is likely to be deferred until next year. The Czech Government has broadly decided to eschew the example of the "short sharp shock" set by Poland.

It plans to turn state-owned enterprises into 100 per cent joint stock companies with half of the directors appointed by the Government and half by the enterprises themselves. This change is set for the second half of the year.

This is seen as a temporary expedient but it is also hoped it will introduce more commercial behaviour while the manner of full privatisation is debated.

These new measures were agreed in part because the Government has become convinced of the need for radical change following the rapid integration of the East German economy into West Germany. This will mean that East German products will soon be priced at world market levels, while quality will benefit from an infusion of capital and technology.

Deep-seated corruption taints democracy

Peter Bruce reports on the growing need for moral leadership from Madrid

REFORMING SPAIN

IT IS March 5, and Mr Rosendo Naseiro and Mr Salvador Palop are chatting on the telephone. Mr Naseiro has just explained that he has been talking to the "chief", a fact also known to the police, who had been tapping conversations on the Palop telephone since December.

Mr Naseiro was treasurer of Spain's main opposition party, the conservative Partido Popular, and Mr Palop a PP councillor in Valencia. The "chief" is the PP leader, Mr Jose Maria Aznar, the best hope the Spanish Right has had in years, and the man from whom the would-be conspirators were seeking moral support.

The taped conversations are colourful. There is talk of cheques or cash being passed in envelopes and the language is foul. Mr Naseiro and Mr Palop later spent a week in prison while a judge questioned them about a scam to raise at least Ptas 2bn (£11.5m) by smoothing the way for property developments and local government contracts around the country in return for political donations.

Bribery charges are being prepared and the tapes have been leaked. Mr Naseiro has resigned. Mr Palop is very nervous. Mr Naseiro's predecessor as treasurer, Mr Angel Sanchez, has been implicated and has left the party. Mr Aznar insists he knew nothing.

The danger is that Spaniards assume the country works this way. It is assumed that Spanish parties, who have the heaviest and most costly elections schedule in Europe, finance themselves through back door handouts despite being given state subsidies worth more than Ptas30bn since 1987. The governing Socialist Party, which was implicated in the Flick bribery scandal in West Germany in the early 1980s, owes about Ptasbn to banks and the PP has no reserves.

Young Mr Aznar, who has just succeeded Mr Manuel Fraga at the head of the PP, must be wondering what has hit him. The Socialists could tell him. They spent the first four months of the year in trouble when Juan Guerra, brother of the Prime Minister's close friend and deputy, Alfonso Guerra, was discovered to have been given (by his brother) an office in a government building in Seville from

which he made himself rich, pursuing property deals and peddling his brother's influence.

The scandals have soured the political atmosphere in Spain. The Prime Minister calls this period of accusation Spain's first post-Franco catharsis, but the problem runs deeper.

Even after a decade and a half of democracy, corruption, particularly in local government, is still rampant. The prestigious Madrid College of Architects has accused city councillors of accepting bribes in return for planning or building permits.

Although European Community membership is forcing change, Mr Gonzalez knows that Spain is not becoming transparent enough quickly enough. "We need rules," he says, "and not just written ones." He recently noted that "mortgaged political power makes democracy useless and the mortgaging of power is born out of corruption."

In Parliament, those worries have led to exaggerated efforts to legislate public morals. The Government has proposed that

MPs live only on their parliamentary salaries and have no links with business. The imposition of such rules, which may also regulate the financial behaviour of MPs' families, could lead to the resignation of a third of the Cortes, with the PP particularly hard hit.

In order to further deliver all politicians from temptation, representation to any public official or authority, local or national, by third parties, may be made illegal. This will enable courts to strip professionals of their qualifications for intervening or lobbying with authorities on behalf of clients.

Clearly, a serious effort at ethical reform is under way in Spain. But the heavy and impenetrable bureaucracy will always encourage the people it theoretically serves to take short cuts.

Spanish society and politics is lubricated by *clientelismo* or the notion that people take care only of *lo nuestro* (that which is ours). "Our political culture is not based on civic virtue," wrote Mr Juan Antonio Ortega Diaz-Ambrosio, a former Education Minister, recently, "but on the ability to belong and an unbreakable loyalty to *los nuestros*; in the disci-

pline of cohorts and in making time for each others' clients. It is an old culture in which *los nuestros* and those close to them ask endless favours and protection while they offer us their devotion and their votes."

Mr Gonzalez knows about the problem and his leadership will be judged by how he deals with it. The Socialist Party fits Mr Diaz-Ambrosio's description but moral leadership is not something any of Spain's technocratic post-Franco prime ministers have yet been called upon to demonstrate.



Gonzalez faces challenge

Austrian subsidy for Chrysler factory upsets Brussels

A DAMAGING dispute has broken out between Austria and the European Community over a Sch433m (£194m) subsidy which the Austrian Government has agreed to pay to Chrysler, the US car company, to help it start up production there. Lucy Kellaway writes from Brussels.

The Commission views the subsidy as a direct threat to its plans to eliminate state aid in the car industry, as 95 per cent of the planned Chrysler production is destined for the Community market. The deal could also upset negotiations just starting on creation of a

European Economic Space so that countries of the European Free Trade Association, such as Austria, would have free access to Community markets.

The matter is likely to be raised today when Mr Alois Mock, the Austrian Foreign Minister, visits Brussels. The Commission has no direct power over state aid granted by Austria. But under its association agreement with

EC countries it is able to impose duty on goods if Community producers are suffering as a result of the subsidy. Both sides are trying to reach a solution to avoid such unprecedented action

and Austria has agreed to supply the Commission with further information by next week.

News of the subsidy has upset member states, many of which have been at the receiving end of tough Commission decisions on state aid. Chrysler, which also considered building its plant in other EC countries, is felt to have been lured to Austria by the size of the subsidy. It is particularly galling for the French Government, as Renault - whose Espace family vehicle would be in direct competition with the Chrysler Voyager - is likely to be told to repay

more than half of the FF12bn (£1.28bn) granted in 1988.

The Chrysler project, which could run for eight to 10 years, has a total value of Sch4bn, of which up to Sch1.2bn will be aid. The first two stages of the project - involving a subsidy of some Sch433m - were signed this month, and provide for an increase in annual production over the next three years to some 25,000 units.

Austria claims the aid falls within Commission rules on subsidies, and argues that it will reduce unemployment in the depressed Graz region.

OECD warns on Italian deficit

By John Wyles in Rome

THE ITALIAN Government is facing stronger external pressures than ever before to curb its high budget deficits, says the Organisation for Economic Co-operation and Development in a report published today.

The decision in January to put the lira into the narrow exchange rate band of the European Monetary System "increases both the urgency and the scale of the progress to be made in fiscal consolidation," says the report.

This consolidation needs to be "clear-cut and lasting" so as to reassure holders of lira-denominated assets and prevent speculation which could drive up interest rates.

As in previous reports, the OECD chides Italy for not hav-

ing exploited a long period of expansion - gross domestic product grew annually by an average 3.3 per cent from 1983 to 1989 - to solve its budget deficit problem.

Despite the adoption of a medium-term plan to achieve a budget surplus net of interest payments by 1992, the story has remained one of missed targets, largely because of increases in social payments and public sector wage costs.

The report seriously doubts whether on present policies the Government can achieve its objective of cutting the public sector borrowing requirement by 3.5 percentage points of GDP between 1989 and 1992.

Urging "the most ambitious possible fiscal consolidation

programme," the OECD says it should include the medium-term aim of replacing public welfare payments with those from private insurance systems. The report believes privatising public sector assets would provide the means of reducing outstanding debt.

The OECD also highlights the big disparities in regional economic performance as "one of the most important problems facing economic policymakers in Italy".

The report argues that the southern Mezzogiorno region is too dependent on social transfer payments and that investment and employment are penalised by the insistence on wage parities with the rest of the country.

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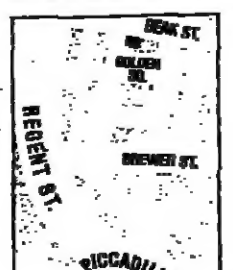


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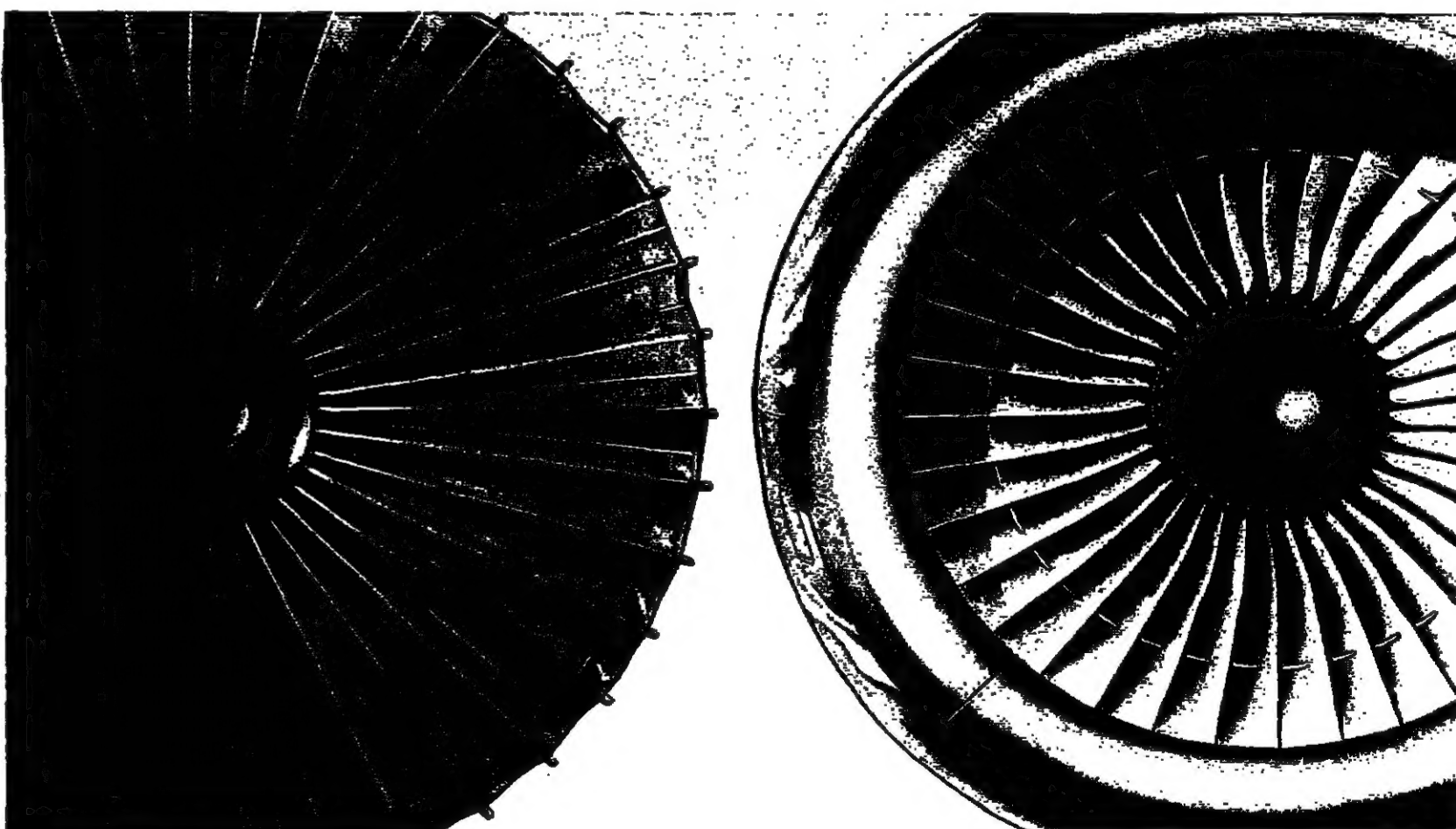
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WORLD TRADE NEWS

US names price for dropping textile quotas

By Nancy Dunne in Washington

THE US textile industry says it is prepared to give up its 30-year-old quota protection in the year 2001.

This might be seen as good news, making agreement possible on other issues in the Uruguay Round where the ambitious multilateral drive towards trade liberalisation is under way.

However, the politically muscular textile industry is demanding a price so steep that the nations which want an end to quotas may not agree to pay.

Mr Carlos Moore, the executive director of the American Textile Manufacturers' Institute, lays out the following conditions for support of proposals to bring textiles within the rules of the General Agreement on Tariffs and Trade:

- Establishment of a transition mechanism which slows new growth in imports over at least 10 years, preferably to 1 per cent annually, so that the US industry can prepare for an end to quota protection. Under the Multi-Fibre Arrangement (MFA), import growth has been soaring at about 12 per cent a year.



Carla Hills: agrees with textile industry demands

- Stronger GATT rules governing subsidies, dumping, and safeguards against import surges as well as an end to the "abuse" of the balance of payments provision which enables developing countries to block foreign imports.
- Commitment by all nations to open their markets to imports. (This is opposed by many developing countries.)
- Continuation of tariff protection to compensate for

higher US wage rates, environmental costs and worker safety rules.

Mr Moore says there must be a review during the next decade, to determine that the textile trade is evolving "in a fair and equitable way".

Trade circles accept that most governments will have to resist heavy pressure from some industries if a substantial package of reforms is to emerge from the trade talks.

But in the US, the textile industry is a special case. It has plants, thus political clout, in 46 states. They compete in a domestic market which has been growing by only 1 per cent a year. Even with MFA protection, the trade deficit in textiles and clothing last year hit a record \$22m. Under the onslaught of imports, 23 plants were closed or experienced major lay-offs in the first four months of this year.

Twice in the last decade the industry came close to getting new protection from Congress. The legislation was vetoed by President Reagan, and partly because of the president's stand, the Republicans lost control of the Senate in 1986.

With this kind of history, no-one laughs when the usually outrageous Senator Jesse Helms threatens single-handedly to defeat the legislation implementing the GATT package if he does not like the textile agreement. But many argue that the industry's power has been weakened by the desertion of the some clothing manufacturers, who covet the potential growth in the developing country markets - if they can be opened in the trade talks.

Mrs Carla Hills, the US Trade Representative, has worked closely with the textile industry. At the annual meeting of the American Textile Manufacturers' Institute last week she seemed to agree to most of its demands.

During the 10-year transition period, "predictable rules and an effective safeguard mechanism" would assure against market disruption. All nations, rich and poor alike, would be called upon to open their markets.

She did not, however, address the question of growth rates or duties, which presumably are up for negotiation.

A new US textile proposal, presented in Geneva on last Monday, left the same vital questions unanswered. In place of the original proposal for global quotas established on a product-by-product basis, the US suggested maintaining the current country quotas, based on the years 1987-1989, which importers say could actually be tighter than the current bilateral quotas. Furthermore, no supplier could account for more than 15 per cent of a quota - which would roll back some countries' exports.

The plan would create a separate global quota for import growth, encompassing more products and countries than the current system. Importing countries would allocate the quotas.

US importers, who want deep quota cuts during a 10-year phase-out, were unenthused. Mr Moore said he just wanted an end to "cheating and loopholes".

The proposal fails to address market access concerns and what would happen if it is denied, he said. "Does that destroy the whole deal? We think it should."

Moscow promises to settle Australian wool debts

By Kevin Brown in Sydney

THE SOVIET Union will pay outstanding debts of some \$510m (\$76.5m) for Australian wool imports within a week, Mr Neal Blewett, Trade Negotiations Minister, told parliament in Canberra yesterday.

The announcement will bring some much-needed relief to Australia's hard pressed wool industry, which faces severe problems because of over-production at a time of falling world demand.

Mr Blewett said Mr Robin Ashworth, the Australian ambassador in Moscow, had met Soviet Government representatives on Wednesday fol-

lowing the Australian Government's promise to register its concern over unpaid debts at the highest level.

"The ambassador has been informed by the Soviet authorities that they anticipate that all outstanding payments to Australian wool exporters for the months of March and April will be paid either late this week or early next week," Mr Blewett said. Similar assurances had been received from Novosibirsk, the Soviet wool-buying organisation.

The Australian Government has repeatedly urged wool growers to remain calm about

the non-payments, and has publicly accepted Moscow's explanation that the unpaid debts arose as part of the re-organisation of the Soviet foreign trade system, rather than because of a shortage of funds.

The Soviet debt problem occurred at a bad time for the Australian wool industry - particularly since the Soviet Union is the largest market for Australian wool exports after Japan. The resolution of the problem will ease the cash flow problems of the growers, but will do nothing to solve the root problem of over-production.

Steel companies suspend trade

TWO other incidents yesterday gave further grounds for concern over the ability of the Soviet Union to meet its foreign trade commitments, Reuters reports from Tokyo and Helsinki.

Four major Japanese steel companies have temporarily suspended shipments of steel to the Soviet Union because of delays in payments worth \$100m, a spokesman for Nippon Steel (NSC) said.

The companies - NSC, Kawasaki Steel, Sumitomo Metal Industries and NKK - were due to ship 130,000 tonnes of large-scale pipes and seamless pipes to the Soviet Union. Some have already been shipped, but the balance is

being held while negotiations continue with the Soviet side on resolving the payments issue.

The Nippon Steel spokesman said the companies hoped to receive letters of guarantee from the Soviet Foreign Trade Bank and to keep the order.

The delays have arisen since late last year because of shortages of foreign exchange, increased imports of consumer goods and reforms in foreign trade that have allowed companies to import without a guaranteed source of foreign exchange.

In yesterday's other incident, Finnish forestry company Metsa-Seria Oy was warned on problems with the

Soviet Union. A spokesman said a planned joint venture to make tissue paper in Soviet Estonia faced financing problems because banks want greater guarantees before lending money.

Estonia, of which Metsa-Seria owns 40 per cent and the Tallinn Pulp and Paper Mill and a Soviet trade organisation jointly hold 60 per cent, plans a FIM400m (\$102.5m) mill in Estonia. The partners have provided FIM50m in share capital and plan to borrow the remainder from Finnish and Soviet banks. A Metsa-Seria spokesman said: "They (the banks) say they need more guarantees to lend to the joint venture."

Solvay fires opening shot in soda ash war

By Peter Marsh

SOLVAY, Belgium's biggest chemicals company, says it will sue US producers of soda ash if the European Commission decides to lift the dumping duties which have effectively stopped imports of the material into the European Community.

The warning by Solvay, the world's biggest maker of soda ash, raises the temperature in a trade dispute which has been running for several years and concerns allegations of lack of competition in the supply of this chemical in the EC.

Soda ash (sodium carbonate) is an important material in glassmaking. Its supply in western Europe is dominated by a few companies including Solvay, Imperial Chemical Industries of Britain, France's Rhône-Poulenc and BASF and Henkel of West Germany.

The Connecticut-based American National Soda Ash Corporation (ANSAC), owned jointly by six US soda-ash makers, says it could sell soda ash in Europe for significantly less

than the \$180 a tonne which is the average price in Europe.

ANSAC has been effectively stopped from exporting by a dumping duty of \$85 a tonne imposed by the Commission since 1983.

The corporation says its lower prices stem from the fact that soda ash is found naturally in a large deposit in Wyoming. As a result, production costs are far less than in Europe, where the material has to be made in an energy-intensive chemical process. In the US, soda ash sells for roughly \$80 a tonne.

Solvay, backed by other European makers, says the ANSAC prices do not take account of shipping, distribution and warehousing costs. "They are trying to sell it at beneath cost price," said a Solvay official.

A decision on the dumping duty is expected from the Commission within the next month. Should the duty be lifted, Solvay says it will sue the US producers in European

W European Soda Ash Output 1989

Producer	tonnes (m)
Solvay (Belgium)	4
ICI (UK)	1
Rhône-Poulenc (France)	0.6
Alzo (Netherlands)	0.3
Henkel (W Germany)	0.3
BASF (W Germany)	0.3

Source: Industry estimates

courts, arguing unfair competition.

The commission is studying the dumping question at the same time as investigating in a separate inquiry whether European soda-ash suppliers have colluded in setting prices. This investigation is not expected to be finished until later in the year.

Mr John Andrews, ANSAC's president, denied that the corporation's planned pricing strategy was unfair. He said it

could sell up to 250,000 tonnes a year of soda ash in Europe if the duty were to be removed.

Mr Andrews said the lifting of the duty would benefit large European glass makers such as Pilkington of Britain and Saint-Gobain of France. He said the industry had been starved of competition.

ICI said it supported the Solvay position. "The Americans could not compete with us in Europe on price without dumping," an official said.

Pilkington said it bought most of its soda ash from ICI. It was satisfied with ICI's service but would welcome an extension of competition.

ANSAC is owned by FMC, Texas Gulf, Stauffer, Kerr-McKee, General Chemical and Tenneco. It operates only in export markets and sells some 25 tonnes of soda ash a year, mostly to the Far East and Latin America.

Total US and West European production of soda ash comes to 16m tonnes a year. Solvay produces a quarter of this.

EC shifts stance on circuits

THE European Commission said yesterday it had changed its mind and neither it nor member states would sign an international treaty drawn up last year on protection of integrated circuits, reports Lucy Kellaway from Brussels.

The decision will leave the way open for negotiation of a more acceptable level of protection within the framework of the General Agreement on Tariffs and Trade.

The so-called Washington Treaty, devised under the World Intellectual Property Organisation, was shunned by the US and Japan, for not giving sufficient protection.

Ericsson in Japan

ERICSSON, Sweden's leading telecoms group, said yesterday it had agreed a joint venture with Nippon Telegraph and Telephone of Japan for a new digital mobile telephone system, Robert Taylor reports from Stockholm. The programme is to be completed by 1992.

Japan accused of bank 'dumping' in US

By Nancy Dunne in Washington

ALONG with ball bearings, sweaters, telephone systems and microchips, add banking services to the long list of products allegedly dumped in the US market.

Reflecting a growing concern in Congress about the growing market presence of Japanese banks, Mr Frank Annunzio, a House banking subcommittee chairman, has sent letters to the Commerce and Treasury secretaries demanding that the issue be taken up in the Uruguay Round.

He acknowledged the diffi-

culty of proving that financial services were being sold at less than fair value, and maintained that "there are certain areas in the American financial services market in which price undercutting by the Japanese is so extreme that further investigation is necessary."

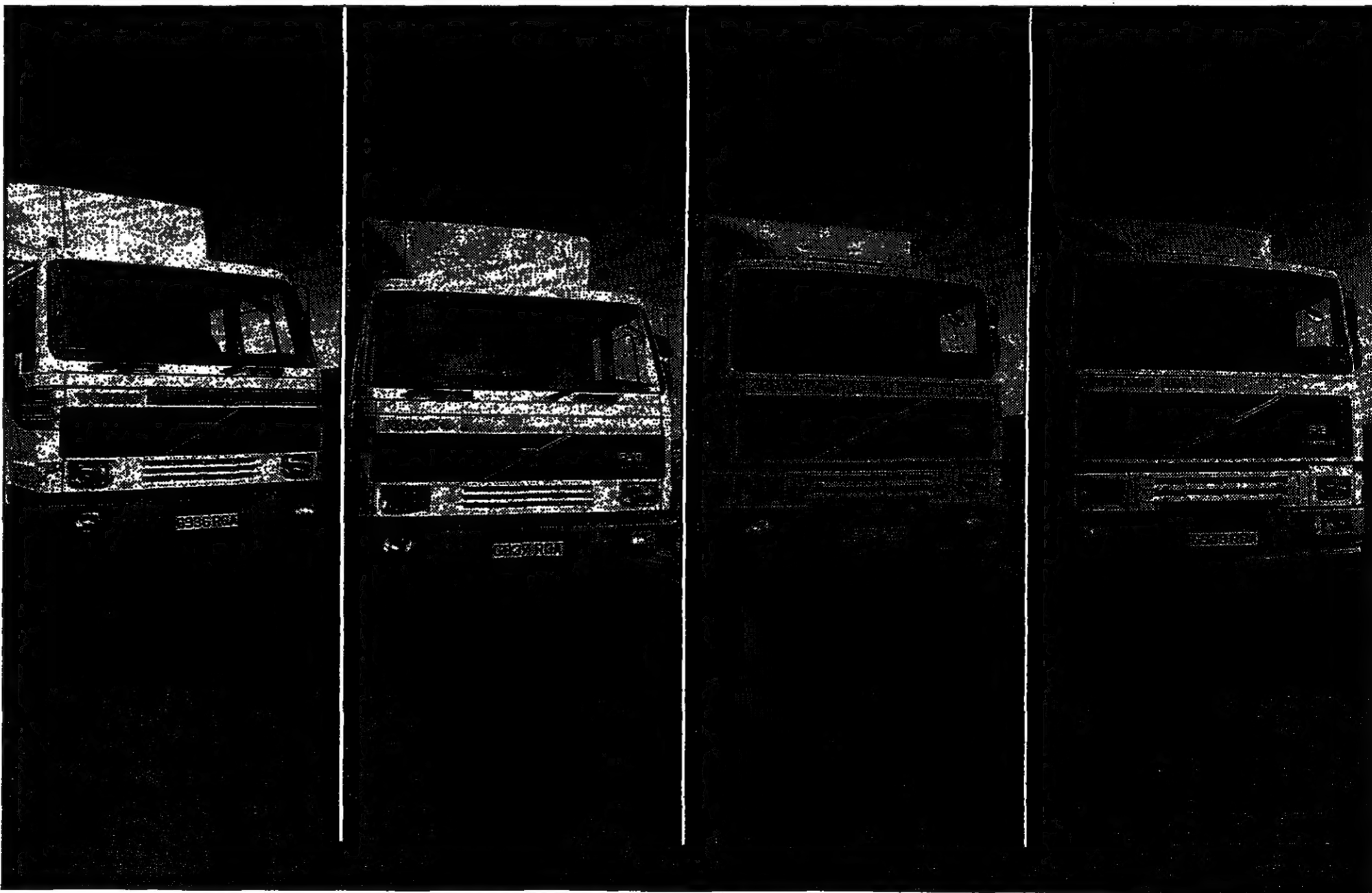
"There is growing evidence that many Japanese banks are overstepping the bounds between aggressive competition and illegal dumping," he said. "In the latter of credit market for municipal securities in the US, the Japanese

dominate." Echoing the frequent complaint of other American industries, the congressman said that Japanese banks, flush with cash, are able to enter the US market and "instantly compete by sacrificing profits for market share." They are, he said, "one of the chummiest cartels in the world."

Mr Annunzio expressed concern that US GATT negotiators have not even raised the issue of dumping of financial services.

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OVERSEAS NEWS

Japanese trade surplus falls as imports surge

By Ian Rodger in Tokyo

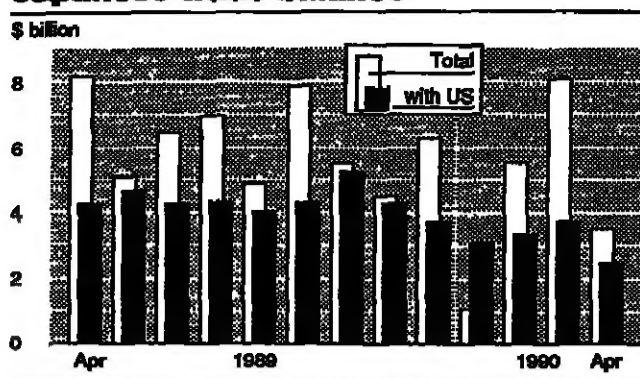
JAPAN'S merchandise trade surplus tumbled to \$3.54bn (\$2.1bn) last month, 51.4 per cent lower than in April last year, mainly because of a continuing slump in car exports and a rebound in imports.

The fall marked a resumption of the declining trend that began a year ago but was interrupted in March, when the surplus rose 7.5 per cent. On a seasonally adjusted basis, the surplus dropped 46 per cent in April from the previous month to \$3.5bn.

Finance ministry officials said the trade figures reflected effects of structural reforms aimed at boosting domestic demand and reducing the emphasis on exports. Exports in April dropped 5.8 per cent to \$21.9bn while imports on a customs-cleared basis rose 15 per cent to \$18.3bn.

The trade surplus with the US at \$2.45bn was a sharp 48.2 per cent lower than in April 1989, as exports fell 15.1 per cent to \$8.7bn and imports rose 26.5 per cent to \$6.2bn. The surplus with the European Community was \$1.4bn, as a result

Japanese trade balance



of exports down 0.2 per cent to \$4.2bn and imports surging 41.8 per cent to \$2.7bn.

On the other hand, the trade surplus with east Asian developing countries, excluding China, rose to \$2.5bn on exports up 3.4 per cent to \$4.5bn and imports down 10 per cent to \$2.0bn. Japanese exports have become more competitive in the region because of the weakness of the yen in recent months. Vehicle

exports dropped 19.1 per cent to \$3.7bn, as the trend to exports being replaced by local output in the US and Europe continued.

Exports of electrical machinery dropped 6.5 per cent to \$4.9bn and those of ordinary machinery dipped 1.9 per cent to \$4.5bn. Imports were up across a wide front, with mineral fuel imports, including crude oil, surging 17.4 per cent to \$3.9bn.

Tycoon with £49m doctor's bill

By Ian Rodger

A JAPANESE paper industry magnate, Mr Ryoei Saito, has emerged as the buyer of Van Gogh's Dr Gachet at a New York auction on Tuesday for \$82.5m (\$49m), the highest price ever paid at an auction for a painting.

Mr Saito, honorary chairman of Daishowa Paper Manufacturing, Japan's second largest paper company, and an art collector for 40 years, said yesterday he intended to keep the painting at his home in rural Shizuoka, south-west of Tokyo, for the time being.

Later, he would have it exhibited in the Shizuoka prefectural museum, which has very few valuable works. Mr Saito, whose fortune is estimated to be worth some ¥900m (about £23m), said in an interview with a Japanese newspaper yesterday that he had wanted to have the Van Gogh work "at any price", and had instructed the Kobayashi Gallery of Ginza, Tokyo, to buy it whatever the price.

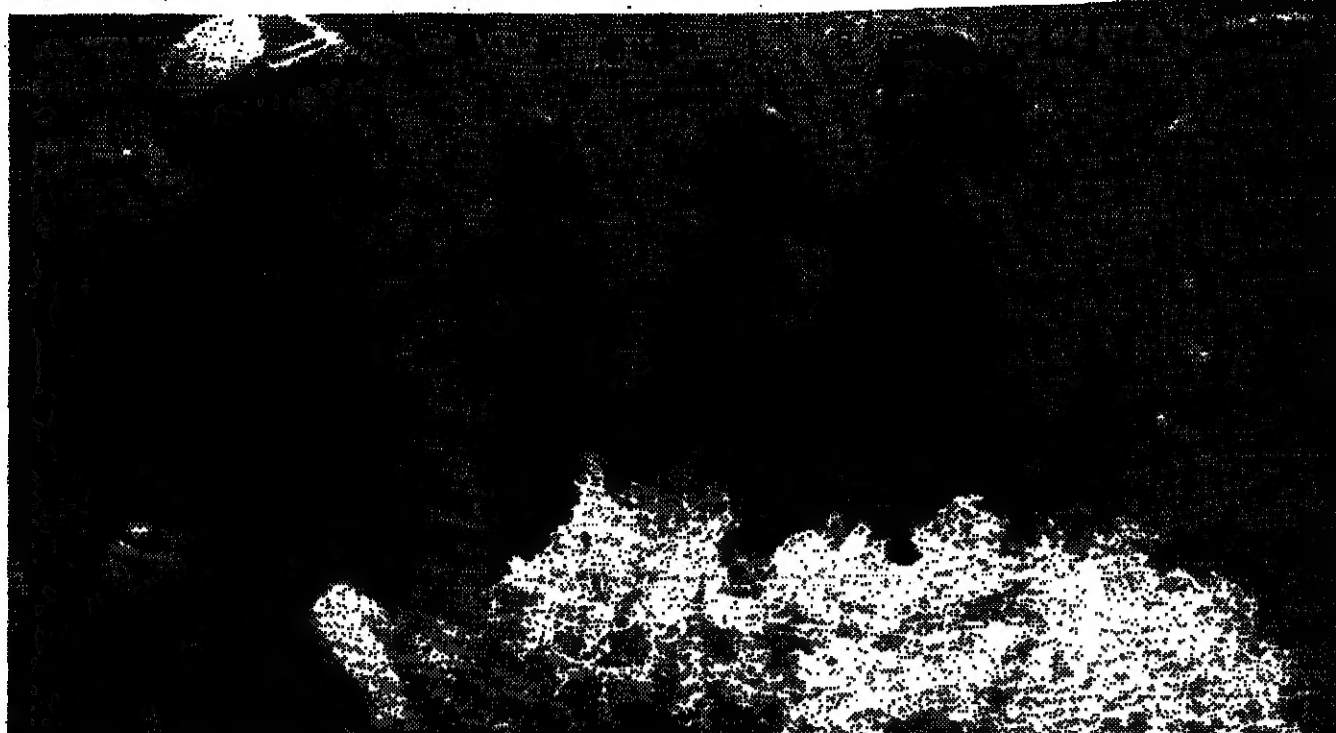
The cost turned out to be about ¥8m higher than he expected to pay. However, he wanted to buy many more paintings, and mentioned the work of US painter Andrew Wyeth as among those that interested him.

Daishowa Paper, which accounts for about a tenth of Japan's paper and board output, has long been a maverick run by the Saito family. Mr Ryoei Saito, son of the founder, was president from 1961 until 1982 when he stepped down to take responsibility for the group's poor results following a period of heavy capital spending.

The Sumitomo Bank, then the group's main bank, stepped in to help the recovery, but was thrown out by the family in 1986 and no longer figures among the group's bankers, although it is still a 4.1 per cent shareholder. Mr Saito himself, a 3.4 per cent shareholder in his own name, returned as chairman and subsequently honorary chairman. His three younger brothers succeeded him one after another as president, and last year Mr Kiminori Saito, his eldest son, took over.

Daishowa, with sales of ¥34.5bn in the year to March 31, 1989, is the Japanese paper group that has been most aggressive in developing its overseas operations. It has joint ventures in Australia and Canada, and has acquired pulp and paper producing operations in the US and Canada in the past few years. In July, 1988, it bought the North American paper interests of Reed International.

Japanese buyers spent ¥280m importing works of art last year, according to one estimate, will spend more than ¥400m this year.



South Korean police under attack from petrol bombs thrown by students in the southern city of Kwangju yesterday on the eve of the 10th anniversary of an anti-government rebellion there which was crushed by tanks with heavy loss of life.

There were violent incidents in several other cities as students from about 50 universities and colleges joined the protests, AP reports from Kwangju. The entire police force of 130,000 has been put on full alert for today after a

disident coalition called for nationwide demonstrations to mark the anniversary. Government documents show that some 200 people were killed and more than 1,700 others injured or wounded when the 10-day rebellion was crushed in 1980.

Tribal ritual hangs over Tokyo monetary policy

IT IS not often that the outside world gets a real glimpse of the inner workings of financial communities, least of all in Japan.

But such has been the confusion and international loss of confidence in monetary policy making in Japan this year that, wittingly or unwittingly, the various actors have given their interpretation of how a few of the scenes were played out.

Bank of Japan and Ministry of Finance officials assert that many commercial bankers in Tokyo, hitherto accustomed to tips and leaks when the central bank was planning an official discount rate (ODR) increase, became furious when it was lifted last October without the slightest warning.

Thus, when conflicts arose a couple of months later between the BoJ and the MoF over the timing of discount rate increases and the contribution of land price inflation to overall inflation, these same bankers were only too glad to add to the impression that the authorities were incompetent and had lost control.

Correct or not, this interpretation is amusing enough and, now that the yen has started a modest recovery after six months, it may not matter anyway. But it is nevertheless interesting in that it has revealed the inner workings of Japan's financial community has functioned. As MoF and BoJ officials now tacitly admit, it has long been standard practice that planned ODR changes are leaked to a few top Tokyo bankers and brokers in advance, enabling the privileged few to make what they will with their inside information.

In other leading industrialised countries, such discriminatory behaviour would not be tolerated, but in Japan it has been an accepted part of mutual backscratching.

However, as Japan's impact in the international financial world has become more important, these tribal rituals have become increasingly unacceptable, and the authorities have had to respond to demands from foreign governments that procedures become fairer and more

Ian Rodger casts an eye into the financial smokescreen

transparent. Last summer, following the annual audit of BoJ and MoF officials, the tiny group of senior officials who took over responsibility for monetary policy, most of whom had considerable international experience and thus sympathy with foreign demands, agreed that henceforth they would plan their ODR moves in strict secrecy and, on October 11, they started the Tokyo financial community by announcing a rate change without having given the slightest hint that it was coming.

They were in the middle of planning a similar exploit in late December but were foiled by a leak in a leading newspaper. This infuriated the Minister of Finance, Mr Ryutaro Hashimoto, and ever since then, money market analysts have made much of a simmering row between the MoF and the BoJ.

Fuel was added to the fire in February when Mr Makoto Utsumi, vice-minister of finance for international affairs, argued that increases in property prices would not have an impact on general inflation. This seemed a direct attack on the view often expressed by the new BoJ governor, Mr Yasushi Mieno, and, as news of it spread, it has long been standard practice that planned ODR changes are leaked to a few top Tokyo bankers and brokers in advance, enabling the privileged few to make what they will with their inside information.

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Hong Kong and Asean join in boat people plea

By Greg Hutchinson in Manila

THE Association of South-East Asian Nations and Hong Kong yesterday joined forces for the first time to put pressure on the US and Vietnam to agree to mandatory repatriation of boat people.

Asean and Hong Kong threatened to revoke their role as first asylum countries under which they operate shelter to the would-be refugees if Vietnam and the US did not drop their objections to mandatory repatriation by July 1.

At the opening of an international conference in Manila on refugees, the Asean nations - Brunei, Indonesia, Malaysia, Philippines, Singapore and Thailand - and Hong Kong said the burden of providing shelter for the boat people had become "intolerable and cannot continue".

Forced repatriation was started last year by Hong Kong but stopped after one flight because of an international outcry. Hong Kong community leaders have often threatened to end the colony's first asylum role but the government has not done so because of the international storm that would be caused.

Asean and Hong Kong called on Vietnam to take more effective measures to halt departures by boat people, and, in a reference to the US, which opposes forced repatriation, said countries opposed to that solution should set up their own holding centres.

At the end of April there were more than 125,000 boat people being sheltered in south-east Asia - 54,000 in Hong Kong, 26,000 in the Philippines, 20,000 in Malaysia, 15,000 in Thailand and 11,000 in Indonesia.

Mr Manuel Yan, head of the Philippine foreign affairs committee on Indochina refugees, said the Philippines would take the first group of 500 boat people from Hong Kong by July 1 to help relieve camp congestion there.

Crisis deepens over Bougainville

By Kevin Brown in Sydney

REBEL leaders in the copper-rich island of Bougainville yesterday announced a unilateral declaration of independence from Papua New Guinea, deepening the constitutional crisis in the country.

The announcement was immediately rejected by the governments of PNG and Australia. PNG was formerly administered by Australia, which was responsible for the inclusion of Bougainville when PNG became independent in 1975.

Mr Ted Diro, PNG's acting Prime Minister, said the declaration had been made by "a minority composed of fanatics and cultists who are trying to create hardship for the majority of Bougainvilleans".

Mr Diro said the PNG Government remained committed to a peaceful solution to the crisis surrounding the island. However, the Government has refused to discuss independence with the rebels.

The Australian Foreign Ministry said it would continue to

support the territorial integrity of PNG. The independence declaration was faxed to diplomats in Port Moresby in a letter signed by Mr Francis Ona, commander of the rebel Bougainville Revolutionary Army.

Mr Ona, who signed the letter as President of the Interim Government of the Republic of Bougainville, has been in effective command of the island since April, when PNG forces withdrew following a guerrilla campaign in which at least 100 people died.

Lebanon acts to prevent collapse of its currency

By Lara Marlowe in Beirut

MR EDMOND Naim, Governor of Lebanon's Central Bank, yesterday took drastic measures to halt the further collapse of the Lebanese pound.

Since the outbreak of fighting between Christian leaders in Beirut, General Michel Aoun and Phalangist militia chief Mr Samir Geagea, on 31 January, the currency has fallen continuously, reaching a low of 665 to the dollar on Wednesday. In May last year it was trading at just over 500 to the dollar.

Mr Naim announced that he would secure reserve requirements by automatically debiting current accounts held by private banks with the Banque du Liban (BDL). The move was contested by Lebanese bankers but Mr Naim's action immediately reversed the decline of the Lebanese currency as bankers scrambled to convert dollars into Lebanese pounds to comply with the order.

The BDL requires that 60 per cent of all deposits be invested in treasury bills and an additional 18 per cent be converted into Lebanese pounds and deposited with the Central Bank.

Lebanese bankers have frequently preferred to pay penalties imposed by Mr Naim rather than observe the requirements. But circular number 951, issued by Mr Naim yesterday, announced that reserves would be taken by the Central Bank.

Representatives of the Bankers' Association - who last week rejected Mr Naim's proposal to increase reserve requirements - met him privately yesterday. Banking sources predicted that the exchange rate would settle at between 590 and 610 Lebanese pounds to the dollar.

"He's made us panic. We're all selling dollars. Nobody is buying. I think this is illegal," the finance manager of one of Lebanon's leading banks said.

Ruling party in Algeria rally

By Francis Ghille in Algiers

THE National Liberation Front (FLN), which has held a monopoly of power in Algeria since independence in 1962, put on a show of strength yesterday with a march through Algiers by more than 100,000 of its supporters.

FLN leaders staged the demonstration in response to earlier marches by Islamic fundamentalists and by pro-democracy activists. Algerian political groups have been flexing their muscles before municipal and provincial elections in June. The elections are part of the democratic reforms introduced by President Chadli Bendjedid after riots in October 1988.

At that time the FLN was discredited and lying low, but yesterday's march was a success. Many militants were probably spurred into action by the desertion of some of the former freedom fighters in the past two weeks, which has shocked most Algerians.

The worst South African fears surface in Welkom

Political tension and physical proximity breed racial violence in the mines, writes Patti Waldmeir

THE RACIAL violence which has left two whites dead in the country's state mining town of Welkom has all the ingredients of the worst South African nightmare.

Although the death toll among whites is small compared with the thousands of blacks who have died in the violence of the past six years, Welkom raises the spectre of a racial conflagration in which a besieged minority of heavily armed whites fights the masses of black South Africa.

Afrikaner history celebrates the image of a tiny band of whites in the large hunting veldt against a black onslaught. At a time when white South Africans are facing the biggest political and psychological changes since their ancestors first settled in the Cape more than three centuries ago, such imagery takes on new power.

President F W de Klerk, who arrived in Britain yesterday, has told white South Africans that it will abolish the apartheid system which has guaranteed their privileges for the past 42 years.

Whites who oppose Mr de Klerk's plans have few constitutional avenues for their opposition: without major defections of National Party MPs (which now seem unlikely), the ultra-right Conservative Party cannot force a new general election before 1995.

And even if the Conservatives were to succeed in their current campaign to secure 1m signatures on a protest

petition, National Party officials say they could not turn back. They acknowledge that the Nationalists would not win another all-white election; their only future is in a multi-racial South Africa.

With little hope of constitutional redress, some whites have reacted by arming themselves, forming so-called self-defence or "security" units which adopt all the trappings of a paramilitary force. Their numbers are almost certainly small; but a few heavily-armed fanatics could jeopardise negotiations due to begin soon on a post-apartheid constitution.

UK report urges help to end siege economy

By Mark Nicholson

BRITAIN should lead a Western initiative to urge the creation of a "vigorous enterprise economy" in South Africa to hasten the end of apartheid, according to a report by the Centre for Policy Studies, a UK think tank.

The report claims South Africa's need for economic growth rather than sanctions has speeded reforms to apartheid and says that the West must back efforts by Mr F.W. de Klerk, the country's President, to create an enterprise economy built on personal initiative and popular participation.

Sanctions have succeeded only in

impeding growth. The report argues that the need to meet the economic aspirations of its growing population is the motor driving reforms to apartheid.

One result has been to create a siege economy and leave South Africa a net capital exporter as it seeks to repay its foreign debts.

The West, led by Britain, should create conditions for large flows of inward investment in the republic by, for instance, lifting the ban on South Africa's access to the International Monetary Fund and other international financial agencies.

The report calls for Britain to set up a working party to co-ordinate responses to South Africa during Mr de Klerk's negotiations with the ANC and for the Commonwealth to speed up its Kuala Lumpur report on the republic.

It also urges further domestic measures to break down apartheid command economy tendencies of the National Party government, and calls for a politically independent South African Reserve Bank.

An African Enterprise: Britain and South Africa post sanctions, past apartheid, by Kenneth Costa. Centre for Policy Studies, 8 Wilfred St, London SW1E 6PL. 39p.

Africa's gold is produced. Black miners, emboldened by Mr de Klerk's liberalising moves, have demanded an end to racial discrimination on the mines.

The main focus of their protest was the system of hoisting used on the area's mines, in which whites are the last to go down the mine shaft and the first to be hoisted out at the end of a shift, according to union officials, this means that blacks spend as much as two to three hours longer in the heat and dirt of the underground mine than do whites.

Mine officials say the system is

based on seniority, and not racial discrimination. But it has none the less become a flash point, with black miners forcing white miners to queue for lifts on a non-racial basis, and some white miners arming themselves to protect against underground attack.

This combination of political tension and physical intimacy, in a profession where men depend on each other for their lives underground, appears to have created the conditions for the conflict at the President Steyn mine on Wednesday, in which two whites died and 12 blacks were injured.

That tension has spilled over into Welkom itself, where the National Union of Mineworkers, the black miners' union, has organised a consumer boycott to protest against attacks.

To prevent reprisals from the white community, police reinforcements have been sent to Welkom. But the loyalties of white policemen in such circumstances are also open to doubt. Police are forbidden from belonging to political parties in South Africa; but when Blanke Velligheld starts its patrols in Welkom, it first calls in at the police station, where it is assured of a warm welcome.

Pretoria is certain to crack down on the violence in Welkom; to allow it to persist would inflame passions in the rest of the country, and make more concrete the spectre of racial conflagration, which still appears a distant threat at the moment.

Iran and Iraq move to revive peace talks

By Scheherazade Daneshkhu

FOR THE first time in more than a year, Iraq and Iran are moving to revive peace talks aimed at resolving the Gulf War, which has been suspended by an uneasy ceasefire since July 1988.

Iran has welcomed an unprecedented letter from President Saddam Hussein of Iraq about the deadlocked, UN-sponsored peace negotiations, and delivered an official reply.

The full contents of President Saddam's letter are not known, but they are thought to include a renewed demand for bilateral talks, while expressing the first time that the sovereignty of the Shatt al-Arab frontier river is negotiable.

The letter has already set in motion an indirect dialogue. President Hashemi Rafsanjani of Iran said that while he was still unsure of Iraqi good intentions, "some signs of their willingness have been observed".

"On the whole it was a serious letter," agreed a conciliatory Mr Saeed Rajai Khorasani, Iran's foreign minister, who said that the letter was a step towards the first time that the sovereignty of the Shatt al-Arab frontier river is negotiable.

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Four rounds of peace talks between the former belligerents, under the auspices of the UN, have so far been unable to settle the dispute over the Shatt al-Arab waterway. Nor have they managed to arrange the exchange of some 100,000 prisoners of war or secure the complete withdrawal of Iraqi troops from Iranian territory.

Iran accepted UN Security Council Resolution 598, the basis for the ceasefire, after a string of military setbacks. Iraq had rejected the resolution a year earlier.

That resolution called for the withdrawal of troops to the internationally recognised boundary (earlier resolutions called simply for a ceasefire). It also requested the UN to appoint an "impartial body" to inquire into responsibility for the conflict.

Over the past year, however, Iran has talked less and less of the impartial body and has quietly dropped its former insistence on war reparations. It has been anxious to put the war behind it and press on with much needed economic reform at home, although the presence of Iraqi troops on Iranian soil remains a thorn in the flesh of the Iranian authorities.

For its part, the Iraqi Government is anxious to win back the full use of the port of Basra on the Shatt al-Arab and navigation rights in the Gulf. It has also come under domestic pressure for the return of up to 70,000 Iraqi POWs.

The Iraqi initiative has come after a period of intense diplomatic by Iran in the Gulf region to put forward its own case.

Moreover, the emigration of Soviet Jews to Israel - and the threat of further settlements in the occupied territories - has given the Arabs and the Iranians a Moslem issue on which they can fight side by side.

Indeed, reports in the regional media say that General Saddam's letter proposed an Arab-Islamic front against Israel.

AMERICAN NEWS

Brazilian unions angry at suspension of wage policy

By John Barham in São Paulo

UNIONS and many employers reacted negatively yesterday to the Brazilian Government's decision to suspend its wages policy.

Wage levels had been set by the Government, which linked them to the inflation index. However, Mr Zélio Cardoso de Mello, Economy Minister, said on Wednesday that the Government would allow wages to be freely negotiated.

The unions intend to lobby Congress to introduce a policy protecting wages and employment. They are threatening

industrial action if companies attempt to lay off workers or reduce wages.

The car industry began negotiating a 20 per cent wage cut a month ago. Unions have until Monday to accept or reject the companies' proposal. Since the unions are likely to reject wage cuts, employers may have to begin laying off workers.

Mr Luis Antonio de Medeiros, president of the São Paulo metalworkers' union, said: "Free wage negotiations do not work in a country with inflation and a brutal recession. It

is a way for the Government to control inflation by reducing wages."

Employers were also critical. Mr Paulo Ferreira of Dow Chemical said that, while he believed in a free market, "I don't know that this is the best way to achieve it."

The Government is coming under increasing attack for floundering economic policy management. Earlier this week, it was forced to withdraw a controversial tax measure found to be unconstitutional.

Salvador rebels and government begin talks

REPRESENTATIVES of the government of El Salvador and the Farabundo Martí guerrilla organisation (FMLN) began talks in Caracas yesterday to achieve a peaceful settlement of El Salvador's long-running internal war, Joe Mann reports from Caracas.

There was no public statement after the discussions but Mr Rafael Hernández Córdova, governor of Puerto Rico, has asked President George Bush not to show open support for the Caribbean island becoming a state of the US, Canute James reports from Kingston.

The US Caribbeanan possession is debating a change in its political status. In a referendum expected in two years, the 3.3m people of the island are to determine whether they want to continue the Commonwealth ties with the mainland, become a state or have independence.

New Surinam talks

Surinamese rebels and the government are to resume talks to end a four-year conflict in the South American republic, Canute James reports from Kingston.

The talks will try to implement a peace agreement reached between the rebels and the government 10 months ago, which has been criticised by the army.

The agreement to the resumption of the talks is a setback to the army, which last month arrested Mr Ronny Brunswijk, the rebel leader. Mr Brunswijk was released on the government's instructions. The rebel group, the Jungle Command, draws its support from descendants of runaway slaves.

Gossip grips Wall Street insiders

Janet Bush hears the latest on a legal challenge to US regulators

THE RECENT decision by a US appeals court to overturn the conviction of Mr Robert Chestman - after the broker had already spent 11 months in jail - has caused some embarrassment to regulators and focused attention on what kind of insider trading cases should be prosecuted.

Mr Chestman had been found guilty of trading on information he received fourth-hand about the impending sale of a family grocery chain. The court ordered him released from jail on the grounds that the information amounted to family gossip and that, as far as he was concerned, it was not confidential.

Opinion in the legal profession is split as to whether the case against Mr Chestman was simply not proven or whether this will become a test of certain powers under which insider trading cases have been tried.

If the Chestman decision is used successfully as a precedent by defence lawyers in future insider trading cases, it would clearly limit the power to prosecute under some existing statutes.

While there is disagreement on the implications of the case, it has clearly focused attention on two broad public policy issues.

First, there is concern that the US Attorney's Office and the Securities and Exchange Commission have become overzealous in prosecuting insider trading cases and that this could have damaging implications for the securities industry.

"Part of being in the market-

place is scouring out information and just because someone



SEC's Breeden took tough line

gains an information advantage doesn't mean he is necessarily a criminal," said Mr Stanley Arkin, a trial attorney who has defended many famous insider trading cases.

The second issue is that the US has no definition of insider trading.

Prosecutions have used a number of highly flexible, anti-fraud statutes. As the SEC under Mr Richard Breeden intensifies its international cooperation on enforcement of an extent that some suggest it is "exporting US regulation," many lawyers believe that Congress needs to clarify US law.

"I think that there should be a statute on the books which a normal human being can understand so that he knows what he should not do," said Mr John Stoppelman, a Washington securities lawyer. "The law is a hell of a mess as things are."

Mr John Dingell, the powerful chairman of the House Energy and Commerce Committee and Mr Edward Markey, chairman of the House Telecommunications and Finance sub-committee, last week wrote

to Mr Breeden, asking for an assessment of the impact on future prosecutions of the Chestman ruling.

Staff at the Senate Banking Committee said that the Chestman case still left the SEC with ample powers.

Two key legal tools of insider trading prosecutions were affected by the ruling.

The first is Rule 10b5, the sweeping anti-fraud provision in the 1934 Securities and Exchange Act which rests on a theory of "misappropriation," or gaining possession of non-public information and violating a fiduciary duty of confidentiality in so doing.

The second is Rule 14e-3 which makes it an offence to trade on misappropriated information specifically involving a tender offer even if the defendant is not violating a fiduciary duty.

Professor John Coffee, who teaches securities law at Columbia Law School, believes that after the Chestman decision, prosecutors must prove not only that a defendant has traded on non-public information but did so in the knowledge that he or she had breached a legal or fiduciary duty of confidentiality.

"If securities analysts are criminals merely because they possess non-public information, prosecutors are placing the entire profession on the border-line of legality," he said.

Mr Tom Newkirk, chief litigation counsel at the SEC, said that if the Chestman judgment assumed the power of precedent, it would inhibit the SEC from bringing certain types of insider trading cases. He said that the SEC and the US Attorney's Office were considering a

response.

Mr Chestman, then a broker with Gruntal & Co, was charged in 1988 with 31 counts of alleged insider trading in Waldbaum stock.

The SEC alleged that he had been tipped off that a deal was brewing by Mr Keith Loeb, the husband of a niece of Mr Ira Waldbaum, who had decided in 1986 to sell his family grocery store chain.

The prosecution said that Mr Chestman had aided and abetted Mr Loeb in violating his fiduciary duty to his family but the court reversed his conviction unanimously on the grounds that he had not been told that the information was confidential and that he had no duty to keep confidential what amounted to "family gossip."

Beyond the legal niceties and confusions of insider trading law is a vague sense that some cases are worth prosecuting and some are not.

Some lawyers are asking at what point receiving confidential information loses its criminality: when it is third hand, fourth hand, fifth hand?

There should be a qualitative difference, they argue, between the prosecution of Mr Michael Milken, the former junk bond chief at Drexel Burnham Lambert and clearly a securities industry insider bound by confidentiality duties, and ordinary individuals who happen across some useful information which they can trade on.

"Some novel theories of legal duty have emerged," commented Professor Coffee. "A prosecutor can look back and say that there was a confidential relationship with anyone; neighbours, friends, the guy on the next bar stool."

Nicaraguan public sector workers win pay strike

STRIKING public sector workers yesterday ended a walkout that had crippled the new pro-US Government, AP reports from Managua.

Under the settlement signed on Wednesday night, public sector employees' salaries will be doubled. The Government also promised not to dismiss those who went on strike.

Government buildings occupied for a week by the strikers were vacated by Thursday morning. Nicaragua's estimated 150,000 government employees started returning to work. The international airport, closed since Tuesday, reopened.

The agreement was a victory for the pro-Sandinista unions, which virtually shut down Managua and disrupted life for most of the country's 3.5m inhabitants.

Falklands business guide

By Andrew Marshall, Economics Staff

FOR the entrepreneur who has conquered many exotic markets, a new challenge was opened yesterday: the Falkland Islands.

The tiny South Atlantic community has published its first business directory, to provide information for those who want to do business there. But it also gives a picture of an economy transformed out of recognition by the boom in the fishing industry since 1987.

Five years ago, the Falklands had only two main employers: the Falkland Islands Company and the government. Since then the size of the economy has increased six-fold, and now there are 94 pages worth of businesses, including shops, construction companies, and hotels.

The *Falkland Islands Business Directory*, Falkland House, 14 Broadway Westminster London SW1H 9BH

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For further particulars, please contact the Joint Administrative Receivers, M. E. Mills and T. C. Carter, Ernst & Young, Becket House, 1 Lambeth Palace Road, London SE1 7EU. Tel: 071-928 2000 ext 3754. Fax: 071-928 1345.

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For further information please contact P. W. Holden or C. Laughton at Spicer & Oppenheim & Partners, Friary Court, 65 Crutched Friars, London EC3N 2NP. Telephone: 071-480 7766. Fax: 071-480 6881.

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For further details please contact the Joint Administrative Receiver: Richard Neville

KPMG Peat Marwick Corporate Recovery
Linacre House, Southwark East, London SE1 1UG.
Tel: 0392 211661. Fax: 0392 221654.

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- Electronic components
- Computer and office equipment

For further information, contact: A R Marlor - Liquidator, or R H Barker, Ernst & Young, 6 East Parade, Leeds LS1 1HA. Tel: 0532 431221. Fax: 0532 442241.

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Central Exchange Buildings, 93A Grey Street, Newcastle upon Tyne NE1 6EJ.
Tel: 091-221 1222. Fax: 091-261 2916.

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For further information please contact the Joint Administrative Receiver: W. F. Ratford

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FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

Storm over Ravenscraig deepens at Westminster

Cabinet under pressure over steel mill closure

By Philip Stephens and Charles Leadbeater

THE political storm over the planned closure of British Steel's strip mill at Ravenscraig intensified yesterday as Scottish Tory MPs unanimously joined the opposition Labour party in demanding that it reverse the "catastrophic" decision.

There were signs of strains, however, within the Cabinet over the extent to which it could apply moral pressure on British Steel while sticking to its philosophy of not intervening in the business of private-sector companies.

Mr Malcolm Rifkind, the Scottish Secretary, underlined again his view that the decision had been "deplorable". Those close to him stressed that his intensely critical statement to the House of Commons on Wednesday had been given with the full approval of Mrs Margaret Thatcher, the Prime Minister.

As the Labour Party forced a full-scale House of Commons debate next Monday, however, Mr Nicholas Ridley, the Trade and Industry Secretary, was said to be distancing himself from any explicit criticism of British Steel.

There was a suspicion at Westminster that Mrs Thatcher's approval for Mr Rifkind's stance was less than

enthusiastic while during angry exchanges in the Commons, Sir Geoffrey Howe, the deputy prime minister, was accused by opposition MPs of "downing" the Scottish Secretary. Scottish Nationalist MPs said that Mr Rifkind's position had become "untenable".

British Steel meanwhile claimed to be unfazed by the mounting political pressure upon it to reconsider the decision and insisted it could not be reversed. Sir Robert Schey, the company's chairman, and Mr Martin Lowlarch, its chief executive, left the country last night on an overseas business trip and are not due to return until the weekend.

The company said there were no meetings planned with Mr Rifkind, other political parties in Scotland or the trade unions to discuss the decision.

During a 10-minute discussion at yesterday's Cabinet, Mr Rifkind was said to have insisted the decision was a commercial judgement by a privatised company and the Government should not be seen to be intervening. Senior ministers said afterwards that the Cabinet had agreed that it had neither the powers nor the intention of forcing the company to change its mind.

Mr Rifkind, who faced sniping from some right-wing Conservative MPs from English constituencies, insisted that he was not calling for subsidies or compulsion to keep the plant open.

The Scottish Secretary was said to be unrepentant, however, about his backing for vigorous attempts to persuade British Steel to reconsider the closure.

His position was bolstered by the decision of all six backbench Tory MPs - including those on the right of the party - to sign a Labour-sponsored Commons motion calling on all Scottish MPs to unite against the decision.

The motion was said to have the full backing of both Mr Rifkind and, albeit less enthusiastically, of Mr Michael Forsyth, the chairman of the Scottish Conservatives.

If Mr Donald Dewar uses the same formula in Monday's debate, the Government will face the dilemma of either supporting the opposition or provoking a revolt among its own supporters in Scotland.

British Steel regards the decision as a test case of whether its privatisation in December 1988 has freed it from political control to take commercial decisions.

Industrial relations: Labour sets an agenda

John Gapper reviews Neil Kinnock's attempt to lay the ghosts that haunt the past

If Mr Neil Kinnock, the leader of the UK's opposition Labour Party, could abolish a single British institution, he might choose the mass picket.

Even 11 years after the last Labour government, the sight of workers massing outside factories is a potent electoral weapon for the ruling Conservatives of Mrs Margaret Thatcher.

For this reason, the new industrial relations policy to be unveiled officially by Labour next week may be largely a defensive exercise.

Labour, poised in the opinion polls with a sizable lead over the Conservatives, can hardly hope to achieve much more than damage limitation by expounding on its plans for industrial relations law.

Mr Tony Blair, Labour's Employment Spokesman, has made determined efforts since he was appointed last year to define the party's policy on industrial relations firmly enough to withstand heavy probing by Conservative politicians and the press.

His task has not been made easier by a resurgent attempt by some left-wing union leaders to hold Labour to a traditional position - expounded through much of the 1980s - that the law has little place in governing the conduct of strikes and appointments.

Although the Campaign for Free Trade Unions (CFTU) launched last month demanded

only that a Labour government complied with International Labour Organisation standards, some of its supporters have argued that this would imply an end to pre-strike ballots.

There seems little doubt that the new policy will win formal approval both from the TUC and from the Labour Party conference later this year. But union leaders such as Mr Ken Gill of the MSF general technical union are likely to continue pressing for wider freedoms.

"It is an advance towards civilisation," says Mr Gill of the new policy. "But we believe people at work have enough restrictions on their liberty without others being put in law. Unions are democratic bodies and they should decide their own rules."

Nonetheless, Mr Blair will insist that the formulae in the new policy document covering "Individuals and their Unions" cannot be weakened. In doing so, he will have the support of the Labour leadership and enthusiastic backing from many union leaders.

At the heart of the new policy is an attempt to combine rights for workers such as training and health and safety protection, with collective immunities for unions. The policy will retain pre-strike ballots and set limits on secondary action and picketing.

Ballots. Labour will retain a cornerstone of the Conservatives' industrial relations



Neil Kinnock

reform - the requirement of the 1984 Trade Union Act that unions must ballot members before calling them out on strike.

The use of pre-strike ballots since 1984 to legitimise strikes and as a strike substitute has endeared them to many unions. A 1989 ruling in favour of ballots by an ILO committee of experts arguably implies that even the CFTU's supporters should favour them.

● Secondary action. This is one of the most sensitive areas of industrial relations law for Labour because of the political unpopularity of instances of sympathy action by workers not directly connected with the primary dispute during the 1970s.

Last year's policy review wording that workers taking

sympathy action should have "a genuine interest in the outcome of a dispute" has been refined. There would now have to be "a direct interest between the two groups of an occupational or professional nature."

The new document, approved by Labour national executive this week, gives three examples likely to be used as the limits on action. The first is "where the employer is doing the work of the primary employer or is otherwise an immediate customer or supplier."

The second example is where "the outcome of the primary dispute will necessarily or probably affect the terms and conditions of the other employer's employees." This is meant to apply where a second employer in the same industry is likely to press similar changes.

The final example is "where corporate legal identity is used artificially to make sympathy action unlawful." This is intended to cover cases in which an employer splits a company prior to a dispute, although the case of splitting well in advance is unclear.

● Picketing. The number of pickets will continue to be limited, probably to the six specified now. There will also be limited cases where secondary picketing is allowed "where the second employer is directly assisting the first to frustrate the dispute."

● Union recognition. A legal

right to union representation on disciplinary matters for members would be established. Some mechanism probably involving a threshold of membership would also be used to enforce collective bargaining recognition in some companies.

● Right to strike. For the first time, someone who went on strike could not be dismissed for doing so. At the moment, an employer is allowed to dismiss those going on strike although not allowed to dismiss selectively or rehire selectively for three months.

These mechanisms will be enforced by a new Industrial Court. Labour leaders believe the retention of limited immunities for unions calling industrial action alongside a new framework of individual employment right would require only a single Employment Bill.

Mr John Edmonds, general secretary of the GMB general union and one of the architects of the new policy, believes the union aspects are "tightly worked enough not to expose a flank" while the individual rights for workers will gain Labour fresh popularity.

The fundamental question for Labour from next week will be whether it can convince enough voters there would be no widespread return to secondary action and picketing. If it does so, it has a chance of gaining support for the new individual rights it espouses.

US companies win phone and TV franchises

By Raymond Snoddy

US cable television and telephone companies were yesterday awarded cable franchises in the north of England covering around 900,000 homes.

The decision by the Cable Authority, the industry regulatory body, on franchises covering the Manchester area, further consolidates the dominance of the UK cable industry by major American corporations.

The Wigan franchise was won by Cable Communications, a company put together by Mr Owen Oyston, the Lancashire millionaire, and the South Western Bell, one of the "Baby Bell" companies has the majority financial stake.

Bury, Rochdale, Oldham and Tameside went to Comment Cablevision, a company backed by US Cable and Nixtel, the New York phone company. Telecable, a large American cable network operator won Stockport and in greater Manchester Salford and Trafford went to a joint venture of Masada and Telesis, another Baby Bell.

The franchises cover 899,000 homes. It is believed these franchises went to American interests because the applications were better financed than the British backed opposition.

DAF likely to buy British bus manufacturer

By Ian Hamilton Fazy, Northern Correspondent

OPTARE, the bus manufacturer, is expected to be bought by DAF of France. The deal would yield the company a new lease of life in the UK, which includes DAF Bus and Bova.

The deal would yield the company a new lease of life in the UK, which includes DAF Bus and Bova. The total price DAF will pay is asset-based and unlikely to exceed £5m.

DAF plans to put Optare in charge of all its United Bus operations in the UK, which includes DAF Bus and Bova. Mr Russell Richardson, Optare's chief executive, would run the new business.

The move would be part of a European drive by DAF, which intends to set up subsidiary companies in most countries. Outside the UK United Bus is operated by Bova and DAF Bus, and controlled from group headquarters in Eindhoven in the Netherlands. Optare came to DAF's notice through its design of small buses for deregulated local services. The design was initiated and a joint venture followed to make the lightweight Delta bus model, which uses a DAF chassis and Alcoa's of Switzerland bodywork.

Councils lose case on sales of water assets

By Robert Rice, Legal Correspondent

CLAIMS brought by 15 local authorities for compensation arising out of the privatisation last year of the regional water authorities in England and Wales were thrown out yesterday by the High Court.

The local authorities led by city councils in Manchester and Birmingham, north west and central England, were seeking £3.4bn in compensation from eight of the 10 former water authorities and their successor companies for around £13bn worth of assets owned by the municipal authorities before the transfer of control of the industry to the water authorities in 1974. The water companies are responsible for pipe supplies and sewerage facilities.

The actions were being defended by the Government because of an open-ended

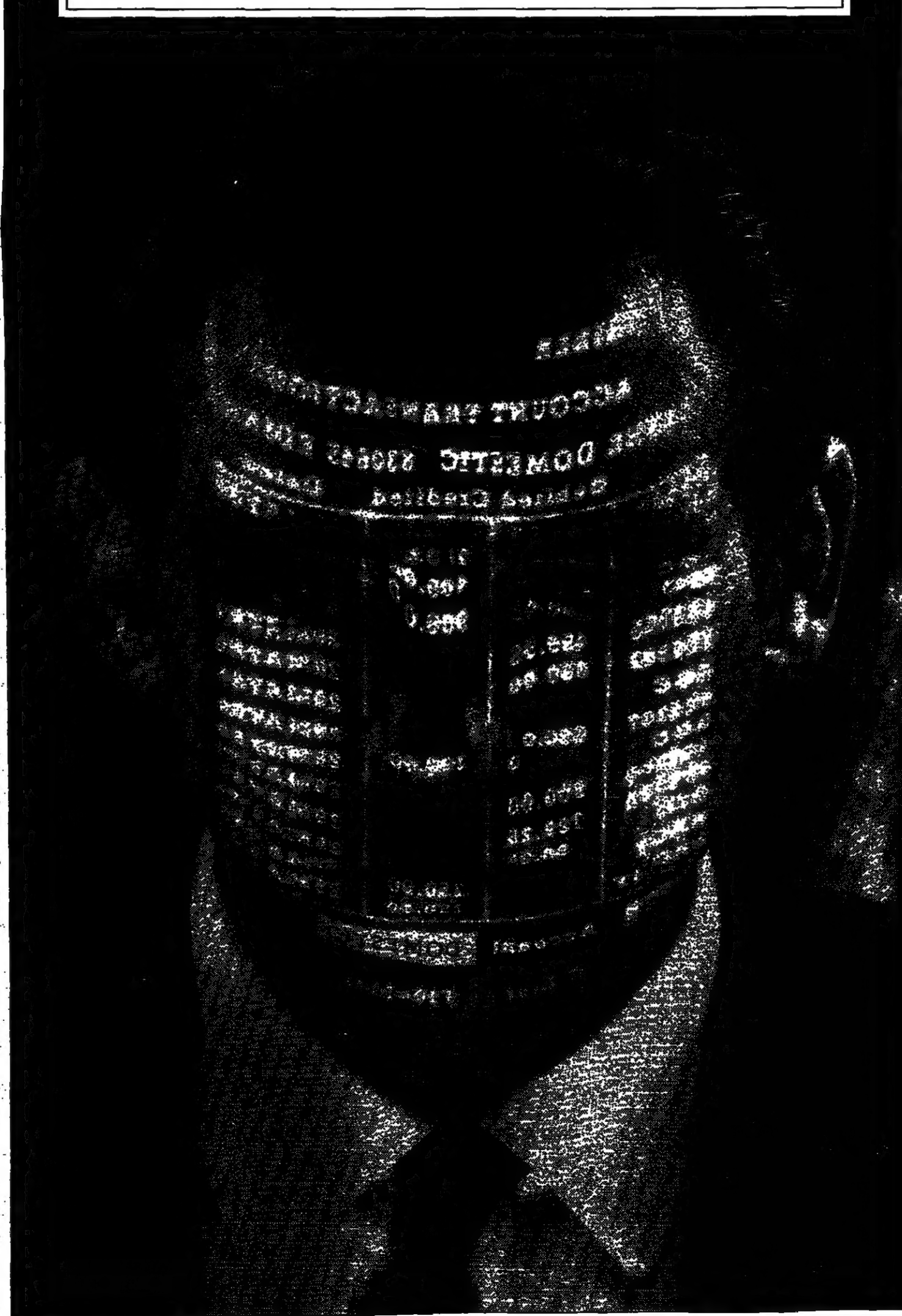
indemnity against such liability given to the water authorities and successor companies to avoid postponement of the industry's flotation.

Sir Nicolas Browne-Wilkinson, the Vice-Chancellor, ruled that ownership of the assets had been transferred to the water authorities in 1974. The councils were therefore not entitled to the proceeds of any future sale of assets or compensation for their loss.

The councils had argued that the 1974 transfer was only of management and control over the assets, not ownership. Sir Nicolas rejected the councils' argument that Parliament could not have intended ownership of the assets to be transferred without compensation.

The local authorities were ordered to pay costs of the case and were given leave to appeal.

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UK NEWS

Major says poor government figures fuelled high levels of inflation

Sweeping reform planned for statistics

By John Authers

MR JOHN Major, the UK Chancellor of the Exchequer, announced a sweeping revision of the government's economic statistics collection yesterday, in an attempt to solve "severe problems" in some areas.

The measures may require around a hundred new staff and follow last year's reorganisation of the Central Statistical Office.

The move, which had been advocated by both the Treasury and the CSO, was

acknowledged as necessary to keep statistics in line with the "deregulated economy".

Mr Major said, in his speech to the Confederation of British Industry, the employers' organisation, last night, that the current high levels of inflation might have been avoided had government statistics not contained "growing gaps and inconsistencies".

The changes to statistical coverage involve three areas:

• Services. More information is to be collected on external trade in services on a quarterly basis.

Inquiries will also be every quarter on turnover. The aim is to improve the output measure of Gross Domestic Product, 50 per cent of which is accounted for by private service industries.

• Companies. Capital expenditure, stockholding and profits will all be monitored more closely than they were before.

• Balance of payments. More

enquiries will be made about direct external investment by British companies, and also about dealings with domestic and overseas residents.

The first of the improvements should be adopted "by the autumn and winter", according to Mr Major. He told the CBI last night: "There will obviously be compliance costs, but we shall ensure that these proposals do not lead to unnecessary or excessive burdens on business."

Jobless rise revives bitter memories

But its scale is unlikely to match the 1980s, writes Andrew Marshall

THE first rise in UK unemployment for four years, announced yesterday, will revive bitter memories of the surge in job losses in the early 1980s. But it is unlikely to lead to job losses on that scale.

Coming amidst a flurry of redundancies, the figure was not unexpected. British Telecom, British Steel, Distillers, Imperial Tobacco and Stonehouse are just some of the companies which have announced job cuts in the past month.

That is partly the result of the monetary squeeze which the Government has been applying since mid-1988 to slow the UK economy. But the medicine has taken longer than expected to work.

Pay rises are surging above 10 per cent a year as negotiations seek to match the rise in retail prices inflation. Policymakers and companies alike are concerned that although the labour market is weakening, wage rises still show no signs of decelerating.

There was further evidence of that in yesterday's figures.

The underlying rate of average earnings growth stayed at 9.5 per cent a year in March, the same as in the previous two months, although it is expected to rise further as April pay increases feed through.

But it rose in the manufacturing sector from 9.35 per cent in February to 9.5 per cent in March. Estimates of underlying earnings growth in January were also revised up.

Rising wages on their own are not necessarily inflationary - if they are matched by increases in output. But as high interest rates have bitten into consumer demand, so productivity growth has declined to about 1 per cent a year. The result is that the annual rise in unit labour costs is rising steeply. It jumped to 6.8 per cent in the three months to February, up from 6.3 per cent in the three months to January.

This should lead to pressure on companies to reduce their staff to bring unit wage costs back into line.

According to past experience, the trough in unemployment might have been expected

in the first quarter of 1989, or by the first quarter of this year at the latest, Goldman Sachs, the securities house, says. Although April's figures are evidence that this is taking place, so far the adjustment has been ambiguous.

There have been warnings from the Government, the Bank of England and the private sector that unemployment was set to rise. The Employment Institute, a private sector research body, has cautioned that "the outlook for employment looks bleak" as the Government keeps the pressure on the economy. This echoes the warning from the Confederation of British Industry that 54,000 manufacturing jobs would be lost over the next three months.

But there is little likelihood of a rapid return to high unemployment, analysts argue.

The fall in unemployment has been distorted by an increase in government training programmes, increased public sector-related employment and attempts to remove fraudulent claimants from the register, Chris Dillow of

Nomura Research Institute says.

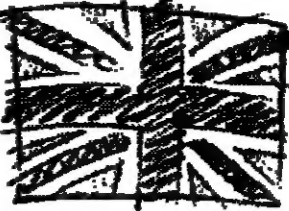
"This means that not only is there less scope for private sector labour-shedding than is commonly thought, but also, as these training schemes persist, unemployment will be depressed, perhaps by as much as 20,000 per month," he argues.

Demography will also affect the pace of the decline in unemployment. Unemployment stayed so high in the 1980s partly because the population was growing very rapidly.

The other main factor in the wage and employment equation is the corporate response. Companies are only able to grant rising wage demands and keep on staff to the extent that their own profit margins can stand it.

In many sectors falling demand has not yet been sufficient to damage margins. "The analysis is impressionistic, but for the average British company, profits have continued to expand," says Mr Peter Spencer of Shearson Lehman Hutton.

BRITAIN IN BRIEF



Cost grows for new N-station

Sharply increased cost estimates for the cost of building the Sizewell nuclear power station in Suffolk have been submitted to the Government by Nuclear Electric.

The cost of building Sizewell will now exceed £2bn in 1987 prices, according to the new estimates prepared by Nuclear Electric, which operates the nuclear power stations in England and Wales formerly run by the Central Electricity Generating Board.

The new estimates were delivered late on Wednesday afternoon to the Department of Energy following a six-month review of the costs of the Sizewell project. The latest published construction figure for Sizewell is £1.87bn, also in 1987 prices.

Anti-nuclear campaigners are certain to use the disclosure of the cost increase to demand the cancellation of Sizewell which is due to be completed in 1994.

Laporte seeks new investment

Laporte, the large speciality chemicals group, yesterday joined a slowly lengthening list of the companies raising new money from investors.

Laporte is asking its shareholders for around £144m, net of expenses, via a one-for-four rights issue at 425p a share. Solway & Co, the Belgium chemicals company which owns 25 per cent of Laporte, has agreed to take up its entitlement and the remaining shares have been underwritten by S. G. Warburg, the investment bank. Last night, Warburg said that sub-underwriting had been completed fairly smoothly.

Fishermen near legal victory

Spanish fishermen cleared another legal hurdle yesterday in their fight to have their right to register their vessels under the British flag restored.

If an opinion in the long running Factortame litigation delivered to the European Court of Justice yesterday by Advocate General Giuseppe Tesoro is followed by the full court, the application of the 1988 Merchant Shipping Act, which changed the registration rules for British vessels, will be suspended pending the final determination by the Court of the question of whether the Act is incompatible with Community law.

The Spanish want to overturn the 1988 UK amendment governing the registration of British fishing vessels in order to put a stop to the practice known as "quota hopping" under which the UK's fishing quotas were "plundered" by British flagged vessels which had no genuine link with the UK.

which changed the registration rules for British vessels, will be suspended pending the final determination by the Court of the question of whether the Act is incompatible with Community law.

Vietnam to get UK aid

The Government is to channel official aid to Vietnam for the first time since that country invaded Cambodia in 1978.

Announcing that £1m had been set aside for contribution to the work of private charities, Mrs Lynda Chalker, Aid Minister, said the decision followed the recent UN decision to try and tackle the root causes of boat people migration through support for intensified effort by non-governmental aid organisations.



Wood: stepping down

Hong Kong for SFO man

The first director of the Serious Fraud Office, which was set up two years ago to investigate and prosecute serious or complex fraud cases, is to step down in September to take on the position of Director of Public Prosecutions in Hong Kong.

Mr John Wood said yesterday that he had been planning to retire next February, shortly after his 60th birthday, but is leaving earlier because of the Hong Kong job.

The SFO was set up under the Criminal Justice Act 1987 to bring together accountants, lawyers and the police in one body with the aim of making fraud investigations more effective. It was also given wider powers than those previously available - although Mr Wood said yesterday that these had not been used to any great extent on any of the large cases the office has pursued.

While under the direction of Mr Wood, a lawyer who had

previously been in charge of fraud cases for the Director of Public Prosecutions, the SFO has come in for criticism for the length of time it has taken to investigate cases and its failure to obtain convictions in some big prosecutions.

Italian interest in headhunting

Goddard Kay Rogers, the UK executive search consultancy, has acquired a controlling interest in an Italian headhunter, bringing to three its subsidiaries on the Continent.

GKR Rebus is based in Milan and will continue to be led by its founder Dr Giorgio Rebus, a former executive of Fiat who moved into executive search in 1979.

Health union threatens strike

THE PROSPECT of the first industrial action in the National Health Service since the six-month long ambulance dispute came yesterday as leaders of the health service union Colwyn urged their members to reject an offer that would add 7.5 per cent to the hospital auxiliary workers' pay bill.

A branch poll could be followed by an individual ballot on strike action. Other unions involved in the negotiations, including the public service union Naps, are also conducting ballots but have not gone as far as recommending rejection.

Sea scheme for carbon dioxide

British Coal is investigating a radical method of using power station emissions to improve the environment instead of harming it.

Carbon dioxide (CO2) from power stations, which currently enters the atmosphere and helps create global warming, could be fed into the sea to boost the growth of marine organisms and, British Coal claims, "give the whales a real break".

Mr Malcolm Edwards, the corporation's commercial director, will outline the scheme today. In a speech to the Institute of Energy, he says British Coal was willing to support research into cheaper ways of concentrating and extracting CO2 from power stations than those currently available. There could be many ways of using the CO2, such as boosting oil recovery from old wells.

Record number of charities

The number of registered charities in England and Wales has reached a record 168,170 with 4119 new organisations registered last year, the Charity Commissioners said in their

annual report yesterday. More than 1,000 complaints were made to the commissioners about charities during the year, mostly involving allegations of fraud, maladministration or fundraising abuse.

Mr Robin Guthrie, chief charity commissioner, in a comment on the report criticised the "dangerously simplistic view" that low administration costs necessarily meant that a charity was more efficient and effective. He said this attitude had led to some charities shunning modern methods.

No central plan for roads

Robert Atkins, Minister for Roads and Traffic, yesterday ruled out both strategic planning and road pricing as ways of tackling London's traffic congestion.

He told an institution of civil engineers seminar that the integrated approach to transport policy sounded too much like centralised control, and technology had a long way to go before an acceptable system of road pricing could be introduced.

Garden festival in Gateshead

Britain's fourth national garden festival will be opened today by the Princess Royal in Gateshead, on the banks of the Tyne, on 200 acres reclaimed from disused railway sidings and derelict gas, tar and coking works at a cost of £28m, three-quarters of it from the Government.

The festival, which will run until October 31, is thought to be Europe's biggest single horticultural, leisure and tourist attraction in 1990. About 4m visitors are expected to the gardens, shops, sculptures and exhibitions, which should enable the festival to cover its £8m running costs.

Garden festivals began in Germany in the 1930s as a means of speeding removal of large-scale dereliction by providing a focus to get the work done quickly. The event has created about 1,000 jobs during construction and will provide work for 1,400 people while it is operating.



Princess: opening festival

Farmers satisfied by action on 'mad cows'

By David Blackwell

THE National Farmers' Union is seeking no further government measures on bovine spongiform encephalopathy (BSE), the so-called "mad cow disease".

Sir Simon Gourlay, the union's president, yesterday said after meeting Mr John Gummer, Minister of Agriculture, and other officials: "The NFU accepts that the controls which now apply are correct in the light of current scientific opinion."

He said there was scientific evidence, on which he did not elaborate, that a policy of slaughtering calves born to infected cattle - one of the additional measures which has been mooted - could actually prolong the incidence of BSE.

Mr Gummer meanwhile told the Commons that public health was the Government's top priority.

He repeated his assurances that British beef was safe to eat and that his department had relied on the best scientific advice.

The Meat and Livestock Commission, the Government-appointed regulatory

body for the meat industry, yesterday wrote to every education authority in response to what it described as "the absolutely hysterical outburst in the last few days" over BSE.

It urged authorities not to take beef off school menus, leaving children with "an unwarranted prejudice about beef."

After meeting Mr Gummer, Sir Simon said: "In accordance with our concern at all times to ensure the safety of the consumer, we shall continue to monitor closely the development of scientific opinion about the nature of BSE and consumer anxiety about the effectiveness of the control arrangements."

"I have absolutely no doubt whatsoever, so far as you can eliminate risk, that the risk of eating beef has been eliminated and beef is perfectly safe."

He said beef demand had held up this week, but, if the crisis followed a similar pattern to the eggs crisis in the winter of 1988-89, next week would be critical.

If demand for beef fell sharply, its effect

on farmers who depended on beef alone would be disastrous.

In addition to the letter to education authorities, the Meat and Livestock Commission is spending up to £200,000 advertising in national newspapers its message that British beef is safe. Next Saturday it will launch a £1.2m campaign to promote meat in general.

Mr Colin Maclean, the commission's technical director, said it was aiming to reassure the public by clearing up the ignorance and confusion surrounding BSE. The commission was offering to visit any local authority wanting more information about the disease, he said.

Mr Geoffrey Johns, the commission's chairman, denied that the letters and advertising campaign were a panic reaction to the BSE crisis.

"We are concerned about the gross inaccuracies, speculation and misguided statements from people on the touchlines," he said.

EUROPE'S



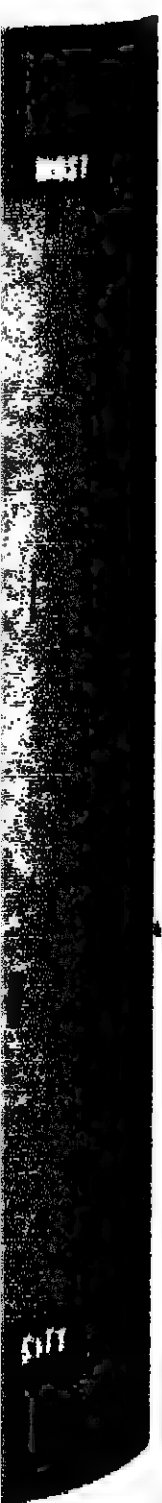
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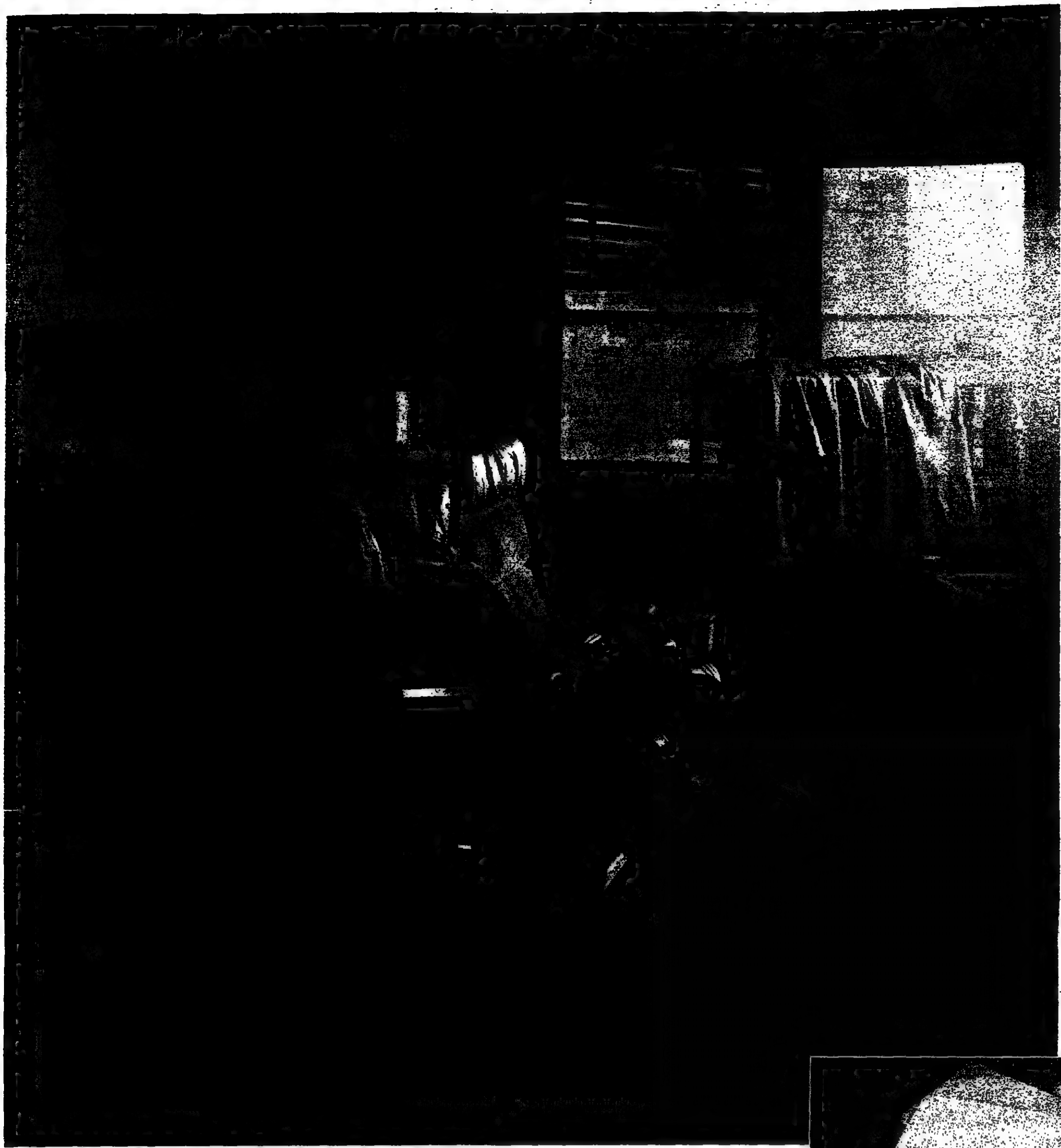
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in Gateshead



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MANAGEMENT

Corporate restructuring

Dowty: shaken out of its defence complacency

Richard Tomkins explains the group's shift towards civil manufacturing

The day a motorcade of Zil limousines drew up outside Dowty's CASE Communications subsidiary in Watford and disgorged the distinctive figure of Mikhail Gorbachev was a great coup for Dowty, the engineering and electronics group.

Billed as an opportunity for the Soviet leader to look at a showcase of British computer technology, it was Gorbachev's only factory tour during his brief visit to the UK in April 1989. The result was a massive dose of free and favourable publicity.

Ironically, in the months that followed, Dowty's share price was to be influenced less by Gorbachev's interest in the group's computer networking skills than by worries over the same man's enthusiasm for cuts in spending on defence, still Dowty's biggest single market.

But in highlighting the group's new-found prominence in information technology, the visit did draw attention to the far-reaching changes that have taken place at Dowty in the past three years – changes epitomised in last month's decision to drop the familiar Dowty logo in favour of a new corporate identity.

The old logo had served Dowty since the late 1930s, appearing a few years after Sir George Dowty founded mining hydraulics, engineering and aero equipment group on the back of his pioneering work in hydraulically-operated aircraft landing gear systems.

Sir George was a gifted engineer, but in the early 1970s his successors found themselves having to react to the increasing importance of electronics in controlling hydraulic systems. They set about buying in the necessary skills with a series of acquisitions that took the group into defence electronics.

By 1979 Dowty was a group with four divisions. Easily the biggest was mining equipment, accounting for nearly half the group's sales. Aerospace accounted for another quarter, and the rest was split between the emergent electronics business and industrial hydraulics.

Today, it is a very different shape – and one which has been largely fashioned by Tony Thatcher, 50, who in 1986 stepped up from the electronics division to become group chief executive.

It is not just the divisional structure that has changed. He has also been working away at Dowty's corporate culture, taking hold of a com-



Tony Thatcher: military culture made for a hard sell

pany too often perceived as complacent and bracing it for the intense competitive challenges of the 1990s. In changing the group's shape, the mining equipment and industrial hydraulics divisions have disappeared. Electronics is now the biggest sector – nearly half group turnover – but that has been split into two: the defence-oriented electronic systems division, and information technology. Aerospace takes another 40 per cent of sales, and a newly-created polymer engineering division – the rump of the industrial division, making industrial seals – accounts for the rest.

Thatcher says that Dowty's complacency was born of the years during which its aerospace and electronics activities were heavily oriented towards the then buoyant defence sector – particularly the Tornado programme, which at its height accounted for 23 per cent of group turnover.

"The military culture made for a bad ethos because it didn't particularly matter if you bought or made things very economically if you were on cost plus contracts," says Thatcher. "People had been brought up in a Ministry of Defence atmosphere where excellence was the name of the game, not economy."

The seeds of change were sown in the early 1980s when Dowty saw the big military programmes starting to dip and realised it was going to have to throw itself into the expanding civil aerospace market to fill the gap. That meant putting the group on a much more competitive footing.

One of Thatcher's first moves as

chief executive was to accelerate this process by putting all the group's activities through a strategic business unit, or SBU, analysis. This made people define what business they were in, what markets they served, the amount of resources they absorbed, and the returns they were making.

The exercise threw up some surprising results. One highly-regarded business that seemed to be generating £1m worth of sales a year through the labours of just five people turned out to be a disaster area, employing 30. Another business thought to be more trouble than it was worth turned out to be delivering a breathtaking 48 per cent return on capital employed.

Having taken each of the group's businesses apart, the next stage was to examine their markets. Each was studied to see whether Dowty had a competitive advantage in it, and if not, to see how that advantage could be gained. If no advantage was available, then the business was to be closed or sold.

The effects of the SBU analysis were traumatic. It resulted not just in a shake-out of between 2,000 and 3,000 jobs in the existing operations, but in last year's disposal of the mining equipment and industrial hydraulics businesses – core parts of the Dowty heritage – to their managers.

These two disposals in particular, says Thatcher, were agonising. But a study of the industrial hydraulics market showed that Dowty had too weak a position to secure competitive advantage. In mining equipment, Dowty did have a dominant position, but all the signs pointed towards a declining market.

SBU analysis, however, was not all chopping and axing. One conclusion it threw up was that the information technology division was not big enough. Far from closing it down, Dowty spent £24.5m beefing it up through the acquisition late in 1988 of CASE, a move that has given the division the international clout it lacked.

Thatcher believes Dowty's restructuring has left it a well-balanced group in growth markets. Recent gloom over the group's exposure to the defence sector, he argues, is misplaced.

In the aerospace division, for example, he points out that the proportion of turnover going to the civil sector has risen from 40 to 60 per cent over the past four years, and continues to rise with new civil orders coming in. That meant putting the group on a suitably landing gear for the Airbus A330/340.



Mikhail Gorbachev's only visit to a factory during his brief tour of the UK last year was to Dowty's CASE Communications in Watford

The electronics systems division, Thatcher acknowledges, is wholly defence-related, but cuts in the number of tanks or aircraft, he says, will tend to be matched by an upgrading of existing stocks. Meanwhile, anti-submarine warfare – Dowty's speciality – still looks one of the most secure areas of defence budgets.

Overall, defence already accounts for less than a third of group turnover and, Thatcher believes, it will be down to 25 per cent within two or three years – not because it faces sharp decline, but because it will be left behind by strong growth in Dowty's civil aerospace, information technology and industrial polymer businesses.

That said, the financial performance for the year to March 1990 seems unlikely to set the world alight. Analysts are expecting only a modest increase in pre-tax profits to around £33m (£78.1m), and with more shares in issue because of the CASE acquisition, earnings will do well to stand still.

Thatcher, though, makes no apologies. Between £3m and £5m worth of pre-tax profits was lost through an unhappy coincidence of strikes at Boeing, British Aerospace, Dowty Canada and Dowty Boulton Paul. And to come through a year in which it exchanged its mature hydraulics businesses for the new CASE operation without a dip in earnings is, says Thatcher, "a tremendous achievement."

So is it now just a case of sitting

back and waiting for the restructuring to pay off?

Hardly. "What we are trying to do now is to reinforce the focus that the SBU approach has given to our business with a whole new culture of customer service," says Thatcher.

Total quality, competitive advantage and preferred partner are now the buzz-words echoing around Dowty's Cheltenham headquarters. The group's re-orientation as a market-focused company is the subject of a management training programme that last year won a National Training Award. And the new logo is all about stressing the inter-dependence between Dowty and its customers.

The same theme is also being drummed home in a toughly worded message that has gone out from Thatcher to all employees warning of the competitive threat he sees coming from the Far East in the 1990s.

Japanese and Taiwanese manufacturers are already moving into aerospace, electronic systems and information technology, Thatcher says, and the Koreans, the Indonesians, the Singaporeans and the Thais are not very far behind.

"I am saying to our people that you only have to look at the appliances in your homes to realise the effect that their level of service and innovation has already had on the western manufacturing base, and that if we are going to outstrip them, there is going to have to be a radical change in the way Dowty goes about its business."

'Never join the board of a public company'

By Simon Holberton

Consider these two views about the role of non-executive directors.

William Sahlman, writing in the latest Harvard Business Review, says that in the US the director's main responsibility is to help management maximise distributable value to the company's shareholders. But he proclaims a simple rule: never join the board of a public company. Non-executive directors in the US expose their time, reputation and finances to great risk, and, for little monetary reward, given the litigious nature of the American people and the tendency of the press to tar all directors with the same brush. Until the law is changed to expose litigants to the costs of their actions, Sahlman, who is a professor at Harvard Business School and a director of a number of private companies, will continue to reject offers to sit on the boards of public companies. But there is another change he also advocates.

Because he believes the central role of directors is to maximise value to shareholders he told his chairmen that he would not evaluate a future investment plan in isolation. He successfully argued for the board to discuss the company's strategic orientation.

Because he believes the central role of directors is to maximise value to shareholders he told his chairmen that he would not evaluate a future investment plan in isolation. He successfully argued for the board to discuss the company's strategic orientation.

Two European business school professors also start with the proposition that the role of directors is to add value to the company. To be fair to Sahlman, they do not address the issues of their pay or legal responsibilities (perhaps it is significant that they don't), but they display a far wider view of what the role of non-executive directors should be.

Ada Demb and Friedrich Neubauer, both professors at the Lausanne-based International Institute for Management Development (IMD), take the view that the board is a "fulcrum where a comprehensive view of corporate activity comes together with a responsibility for understanding social, economic, and stakeholder demands for performance accountability."

They argue that the greatest value the board can perform is as a challenging senior management to take a broader view of the world. This creates a "constructive tension" which can lead management to make a more robust response to the demands of corporate governance.

Demb and Neubauer, who are conducting research into corporate governance at IMD, suggest a three-way method of building competence at board level so that the directors can lead, not follow. These are:

- Develop breadth of experience at the board level. Their research has shown that many European companies are bringing Japanese and American businessmen on to their boards "to capture first-hand experience of important markets."
- Bring people on to the board who, as outside experts, can look at issues from different perspectives and add to understanding of a company's strategic environment.
- Create an atmosphere which is tolerant to the board spending time discussing issues which involve taking no immediate decisions. Demb and Neubauer quote one north American board member who told his chairmen that he would not evaluate a future investment plan in isolation. He successfully argued for the board to discuss the company's strategic orientation.

Such a process would help a company defeat what the authors describe as its greatest adversary: tunnel vision.

Do these two views tell us very much? Although they approach the subject from different vantage points it is interesting that they don't, but they display a far wider view of what the role of non-executive directors should be.

Why some people shouldn't serve on public boards, William Sahlman, HBS, May-June 1990. (Reprint No 90312, available from: Dynamic Graphics International, PO Box 25, 3890 AA Maastricht, The Netherlands.)

Adding value with the corporate board, Ada Demb & Friedrich Neubauer, Perspectives for Managers, International Institute for Management Development, PO Box 815, CH-1001 Lausanne, Switzerland.

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FT3

THE PROPERTY MARKET

Tenants turn to traditional leases

By Paul Cheeseright

SIGNS are accumulating that the traditional lease structure is beginning to crumble, become more flexible. This structure, unique to the UK and based on leases of 25 years with reviews of rent every five years providing only increases, is proving too rigid.

To a large extent, the 25-year leases spring from the desire of investing institutions for both security and trouble-free management. Property investment, especially in the case of large office blocks let to a single tenant, then becomes a matter of rent collection.

But the relative importance of the domestic financial institutions in property investment is decreasing. Their interest in new property investment was on a waning trend throughout the 1980s. Yet, with the properties they retain, the institutions are developing a more energetic approach.

There is, for example, a greater readiness to accept multi-tenanted buildings as an investment because they provide the chance for continuing

risers in revenue as tenants change, rather than quinquennial increases. It is precisely in multi-tenanted buildings that more flexible leases are most likely to emerge.

The diminished importance of the domestic institutions has been accompanied by spreading property ownership, not least from foreign sources. As the pattern of ownership becomes more varied, as the UK market becomes more susceptible to foreign influences among property-owners, and as demands come from foreign tenants for leases closer in form to those with which they feel happy at home, so catalysts for change are at work.

But the pattern of change varies throughout the industry and the speed of change is erratic. There are, in any case, two threads. One is temporary and related to the state of the market. The other is longer term and related more closely to management techniques and investment expectations.

The temporary thread springs from a market where

there are too many buildings and not enough potential tenants actively seeking space. Talking of the City of London office market, Bill Peach of Baker Harris Saunders, the chartered surveyor specialising in City offices, noted that "landlords do everything they can to keep the rent up."

The price they pay for this is to offer extended rent-free periods to new tenants. Landlords might take the responsibility for the previous accommodation occupied by new tenants. They will probably offer new tenants a capital inducement by meeting part of their fitting out costs.

It is a symptom of the current City market, said Mr Peach, that rent-free periods are getting longer. And such periods are obtainable in London's West End, observed Liell Franklin of Savills, chartered surveyor, although they are little advertised.

Elsewhere in the office sector, the general surplus of business space - B1 - ensures that rent-free periods will become frequent. At this point, though, the longer-term thread crosses the short term because some US companies taking space in office parks have insisted on the shorter leases which are commonplace in the US. In any situation of surplus, such demands are more difficult

to resist by the landlord.

Both Mr Peach and Mr Franklin noted that, in the past, there had been attempts in the City and West End to introduce shorter leases with rent reviews every three or four years, but the practice had never been widespread. For the most part, the innovators have been foreign.

Clearly it is easier to introduce shorter leases when floors rather than whole buildings are leased. It is attractive to investors wanting active management of assets, because there are more frequent opportunities to increase the stream of rental revenue both through reviews and changing tenants.

It is the multiplicity of tenants which, in the retail sector, makes possible the introduction of turnover rents, long the norm in the US and frequent, too, in France. Shopping centres in the US have generally been more actively managed than those in the UK.

Capital & Counties had been a long landlord in using turnover rents, but the practice is now followed by such others as GRE Properties. It will be used by Shearwater and Blue Circle Industries when their Blue Water Park shopping centre at Dartford is constructed later this decade. Olympia & York is importing its North American practice to Canary Wharf.

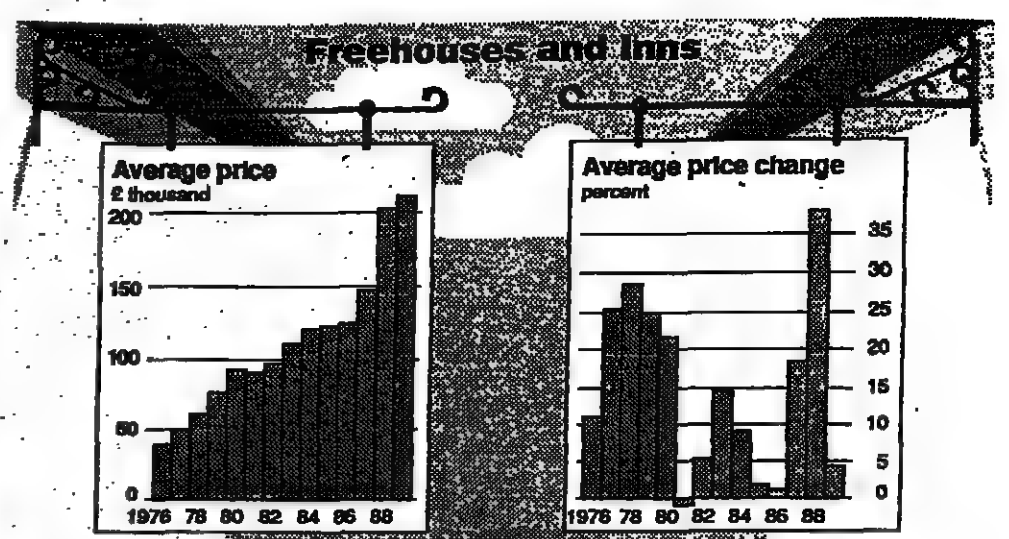
The CapCo system is to establish a notional rent, charge 80 per cent of it and, for the balance, take the greater of the total notional rent or a sum expressed as a percentage of turnover.

The idea is to knit the retail tenant and the landlord closer together, creating an identity of interest in the commercial success of the centre. It is a sort of halfway house between a loosely managed centre with tenants on traditional lease terms and a US mall where, for smaller retailers, the leases may be as short as a year but where the landlord would provide more facilities.

There have been fewer changes in the industrial sector. "The most obvious is the move away from leases altogether," said Bob Thompson of King and Co, chartered surveyor, referring to owner-occupation trends. "Freehold is becoming more popular."

But there has always been a spread of leasing options in the sector, ranging from the long-term leases of 25 years to the quick-in quick-out licence for a property in the small units of state-owned bodies such as English Estates and the Welsh Development Agency.

There is one sector, however, where the movement is not away from the traditional insti-



tutional lease but towards it. This is pubs, where turnover of tenants has often been rapid, where the value of the property has been assessed more in terms of barrels of beer than rental income.

At Grand Metropolitan over the past two years there has been an effort to enhance property income by treating the premises differently to beer sales. Hence a move towards 20-year leases with five-yearly reviews, now taken up by more than 2,000 tenants.

The effect is to push up the rental income of Grand Metropolitan Estates while reducing its property maintenance bill and simplifying the administration of its estate. For the tenant the long-term security of tenure provides a base to develop the business and invest. In the pubs sector then, the lease structure, far from loosening, is tending towards greater stabilisation as landlords seek a broader stream of property income to complement liquor sales.

Pubs, after all, can be seen as a property investment, especially in view of the increasing interest in leisure developments. As the chart shows they have had sharp if erratic increases in capital values. But they have never attracted institutional buying.

"If pubs are to become institutionally acceptable then they've got to be able to provide some income streams," said Bob Williams, chairman of Grand Metropolitan Estates. Which is where we came in.

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Year to March '90	10.8	16.8	22.2	18.2
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RAND MINES LIMITED

DIVIDEND DECLARATION

The directors have declared dividend No. 101 as an interim dividend in respect of the year ending 30 September 1990 as follows:

Amount (South African currency)	120 cents per share
Last day to request for dividend (and for changes of address or dividend instructions)	1990 Friday, 6 June
Registers closed from to (inclusive)	Sunday, 8 June Sunday, 17 June
Shares traded as dividend in Johannesburg and London	Monday, 11 June
Currency conversion date for sending payments to shareholders paid from London	Monday, 11 June
Dividend warrants posted	Monday, 2 July
Payment date of dividend	Tuesday, 3 July
Rate of non-resident shareholder's tax	15 per cent

Holders of share warrants to bearer are notified that the dividend is payable on or after Tuesday, 3 July 1990 upon presentation of coupon No. 104.

The full conditions of payment of this dividend may be inspected at or obtained from the offices of the share transfer secretaries in Johannesburg or the offices of the United Kingdom registrars and paying agents in London.

By order of the board
 RAND MINES (MINING & SERVICES) LIMITED
 Secretaries
 per F D W PEACOCKY 18 July 1990

REGISTERED OFFICE:
 18th Floor, The Corner House
 Bartholomew Close, London EC1A 3BN
 Johannesburg 8001
 (PO Box 22270, Marshalltown, 2107)

UNITED KINGDOM REGISTRARS, TRANSFER AND PAYING AGENTS:
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 8 Grosvenor Place
 London SW1P 1PL

(Incorporated in the Republic of South Africa)
 Registration No. 01/005505



BANK (MALAYSIA) BERHAD
 (Incorporated in Malaysia)
DIVIDEND

At the forthcoming Annual General Meeting of the Company to be held on 19th June 1990, the Board of Directors of the Company will recommend the payment of a final dividend of 5 sen per share less 20% Midyear Dividend Tax, for the year ended 31st December, 1989. The dividend if approved, will be paid on 19th June 1990 to shareholders registered in the Books of the Company on 14th June, 1990.

NOTICE IS HEREBY GIVEN that the Register of Members of the Company will be closed from 19th June 1990 to 21st June 1990 (both dates inclusive) for preparation of Dividend Warrants. Only completed transfers received by the Company's Registrars, SPT JOSEPHSON & SONS (P) LTD, at 12th Floor, Wisma DPA, Jalan Sultan Ismail, 50250 Kuala Lumpur, up to 5.00 p.m. on 14th June 1990 will be registered for the dividend to be declared.

By Order of the Board
 AHMAD SHAMAH S HAJI BEN
 REGISTRAR S 14/5/90

Kuala Lumpur
 Malaysia
 19th May 1990

THE COMPANIES ACT 1985

COMPANY LIMITED BY SHARES

EXTRAORDINARY RESOLUTION

LOCKTON SHOPS PLC

Passed Thursday 10th May 1990

At an EXTRAORDINARY GENERAL MEETING of the above-named Company, duly convened, and held at Bultman's Hall, 27 Bartholomew Close, London EC1A 3BN, on Thursday 10th May 1990, the following EXTRAORDINARY RESOLUTION was duly passed, viz:-

"THAT it has been proved to the satisfaction of this Meeting that the Company cannot, by reason of its liabilities, continue its business and that it is advisable to wind up the same and, accordingly, that the Company be wound up and the assets and liabilities of the Company be sold and the proceeds thereof be distributed to the shareholders of the Company in accordance with the provisions of the Companies Act 1985."

P. L. THORNTON
 Chairman/Director

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Notice to the Holders of Warrants relating to Ordinary Shares in Imperial Chemical Industries PLC

Holders of the Warrants entitling them to require the Depository, Chase Manhattan Bank Luxembourg S.A., of 5, Rue Placide, Luxembourg, to procure the application of £631.80 in subscribing for Ordinary Shares in Imperial Chemical Industries PLC at a price of 540p per Ordinary Share are reminded that the last date of exercise is 1st June 1990.

Coin Plastic Industries Ltd.

N.J. Vought and J.M. Inedale of Coin Gully, Greyfriars Rd., Reading, Berks, hereby give notice that on the 4th day of May 1990 we were appointed administrative receivers of the above named company by Barclays Bank Plc under the terms of a debenture dated 12/8/88 giving the holders a fixed and floating charge over (the whole of) the assets of the company.

N.J. Vought
 J.M. Inedale
 Joint Administrative Receivers

LINDFIELD PARK LIMITED

Registered number: 280425
 Trading name: Lindfield Golf Club
 Lindfield Park Social & Leisure Club
 Lindfield, Sussex

Notice of business: Notice of completion of the above named company by Barclays Bank Plc under the terms of a debenture dated 12/8/88 giving the holders a fixed and floating charge over (the whole of) the assets of the company.

Christopher John Hughes and Frederick Powell
 Joint Administrative Receivers
 (Office holder nos 2941 and 2942) of Coin Gully
 5 Hulse Street
 London EC2V 7DQ

RADGALE HALL LIMITED

Registered number: 100880
 Trading name: Radgale Hall Health Centre
 Radgale Hall, Health Centre
 Radgale, Sussex

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 (Office holder nos 2941 and 2942) of Coin Gully
 5 Hulse Street
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Cole Technical Coolings Ltd.

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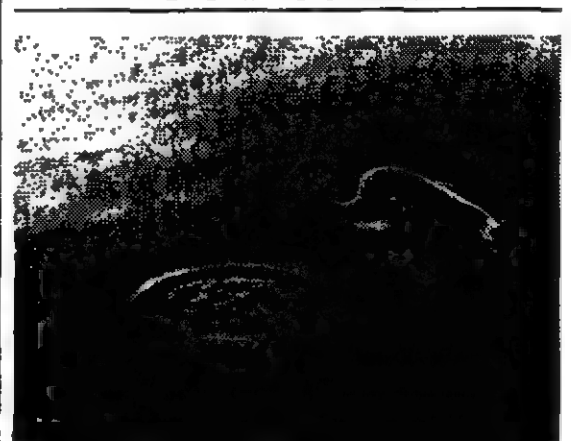
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N.J. Vought
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 Joint Administrative Receivers
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 5 Hulse Street
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The Coin Group of Companies Ltd.

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The Writing Game

Patricia Morison



I might have greatly enjoyed the central performances of Lou Hirsch (as Leo Rabin, the writer) and realist American author Susan Penhallow (as Maude Lockett, the classy English good-looker whose artless novels sell at Heathrow and Hatchard's alike) and Patrick Pearson (as the obnoxious, artful Americanophile young writer Simon St Clair) had they not been playing writers. But writers were the kind of group that never sounded like, in more ways than one, *The Writing Game* isn't quite real enough.

Alastair Macaulay

This is a shame, since the author combines sweeping audacity with a sense of the minor absurdities of affluence. "Things go better with coke," breathes, or rather snorts, the dictator's consort. The journalist made her name with the best-selling "New York on Five Million Dollars a Day." Lady Lucie complains of the prob-

**Martin Hoyle**

through the tricks we know," Leslie Lawton is a consistently deceitful MP and Judy Buxton is a properly attractive lady. Michael Fenner's Ronnie is verbally vicious but has a way of dropping to his knees and begging the men in the crotch, to the disapproval of John Pennington, the manager. David and Warwick as the detective is half-asleep when he is not dead. The sparsely-furnished hotel room is by Douglas Hen-

B.A. Young

Florence

Maggio Musicale, Teatro della Pergola. Giulio Cesare's production of Donizetti's *Purissima*, based on Byron's poem. Mariella Devia sings the title role, with Dano Raffanti (tenor) as Ugo, and Giorgio Zancanaro, Dimitri Kavrakos and Tiziana Traversi, conducted by Bruno Bartoletti (2479551).

New York

American Ballet Theatre. The 50th anniversary season includes this week six Kenneth MacMillan's *The Sleeping Beauty* and an all — Anthony Tudor evening with *Dark Elegies* and *The Leaves are Falling*. Ends June 30. Oper House at Lincoln Center (222 6100).

Tokyo

Chorago Shichuan Chinese Opera *Hibiscus Fairy*. Spectacular traditional Chinese opera company. The piece is about an assassin on the virtue of a beautiful princess. National Theatre. Opens Trans (589 0031).

A better sense of the state of the market came from Christie's sales on Wednesday of 19th-century French Impressionist and modern paintings, plus a few watercolors. The bidding was brisk. They did as well as could be expected, the oils making more than \$45m, with 25 per cent unsold and a nice record of just 10 per cent for the watercolors. Impressionist Fougita, just the watercolours were 30 per cent bought in. In times past this would have been considered a fair result. One victim of the recent downturn was the actor Kirk Douglas who started to collect modern art after appearing as Van Gogh in the film *A Last for Life*. He offered 17 paintings, but was forced to manage to dispose of nine of them.

Antony Thornerof

The tenor was Kristian Johansson, who has sung major roles for La Scala, Oper North, and the Welsh National. He megaphoned out excellent, pure, loud tones, touched in the last act with some expressiveness. The baritone was Matteo Manuguerra, replacing John Rawnsley; he was in fine voice.

Andrew Porter

FINANCIAL TIMES

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Friday May 18 1990

A target for emissions

THE UK Government's decision to commit itself to a target for controlling the emissions of carbon dioxide marks a watershed in its approach to global warming.

Sceptical voices have recently been heard, particularly in Washington, about the strength of the scientific evidence linking increases in atmospheric concentrations of a range of man-made gases with the greenhouse effect. By announcing that Britain will have its own target for the most important greenhouse gas before the end of the year, the Government has come down on the side of the believers.

Ministers would have found it difficult to do anything else once they had seen the draft of a report due to be considered in Geneva at a UN-sponsored conference on global climate change scheduled for November. The best available evidence, the report says, suggests that global mean temperatures will be 1.5 deg C above pre-industrial levels by the year 2020 and 3.5 deg C by 2070. Put another way: by the middle of the next century, average temperatures will be higher than at any time in the last 100,000 years, thanks to the build-up of greenhouse gas concentrations.

The report drew on the work of hundreds of the world's top climate scientists who contributed to a working party chaired by Dr John Houghton, director-general of Britain's Meteorological Office. While many of the detailed implications of global warming are still poorly understood, the fact that it is happening is difficult to doubt.

Small minority

If Britain had refused to set its own target, it would soon have found itself isolated from other European countries. Indeed, Britain was in a small minority of the 34 western countries attending an international environment conference in Bergen, Norway, when it refused to agree carbon dioxide targets this week. The minority, which also included the US and the Soviet Union, argued - correctly that the Geneva conference was the right forum in which to agree international action on global warming.

A prescription for Italy

THE OECD report on the Italian economy needs to be read and inwardly digested by every member of the Italian parliament. Hidden beneath the OECD's deadpan and elliptical prose are clear warnings about the risks of current inadequate policies for dealing with the public sector deficit and the South's economic backwardness. The report also offers some useful, if politically painful, recommendations.

The OECD's timing is perfect, with the Italian Government about to adopt its by now annual mid-year package of measures to try and bring the deficit back on target. The coalition parties need to be reminded that a more fundamental attack on spending is unavoidable and that taxes could be raised before they match levels in many other European countries.

Amid the current euphoria over capital inflows and the lira's strength in the Exchange Rate Mechanism it is also helpful for them to be made aware of the accompanying reduction in international competitiveness. Above all, the OECD has strong emphasis on the need for a complete rethink of Mezzogiorno policies goes to the heart of current politics. The ease with which the Lega Lombarda recently harvested nearly 20 per cent of the vote in rich, employed Lombardy reflected a great deal more than crude anti-southern sentiment. It was also a tax payers' revolt against inadequate public services and the pouring of thousands of billions of public lira into Mezzogiorno which refuses to gush productive growth and development.

Budget deficits

The problem is that Italian governments in the 1980s switched priorities from building industrial investment in the South to the easier option of spraying transfer payments over the region. Assisting nearly half the nation in this way has helped transform health and welfare costs into two unguessed missiles dragging budget deficits into ever higher orbits. It has also, as the recent local elections show, been extremely good for the Christian Democrat (DC) party. It is steadily losing strength in

Yet readiness to set a UK carbon dioxide target is merely the beginning, not the end of the story. The first issue which will need to be settled is what the target should be. Other European countries are committing themselves at a minimum to stabilising carbon dioxide emissions at present levels by the end of the century. For Britain to propose anything less than that would not be credible.

Effective strategy

Indeed, in the medium term stabilising emissions will not be enough. Carbon dioxide levels in the air for up to two centuries, so the concentration of the gas in the atmosphere will continue to increase, even if emissions are stabilised. An effective strategy to combat global warming will eventually require cuts in emissions. But this raises the question of costs. Power stations are responsible for a third of all carbon dioxide emissions in Britain, while road transport accounts for almost another fifth. In other words, electricity generation and transport, two activities fundamental to almost all business operations, account for more than a half of the carbon dioxide finding its way into the atmosphere in Britain.

On the face of it, therefore, a carbon dioxide target could have substantial cost implications - directly for power generation and transport, and indirectly for almost every other industrial activity. Serious economic and environmental warnings are only just beginning, yet a global warming strategy will demand a rethink of much that is taken for granted in the industrialised countries, particularly their transport technologies.

The US delegation was right to stress the cost problem at Bergen this week, though it won them few friends among the green groups. In Britain, the Government should use the white paper on the environment, expected in the autumn, to open up the global warming debate to a wide spread of opinion and interests. This discussion should focus not merely on the appropriate targets but also on what mixture of regulation and price incentives would best achieve them.

Italy's largest party could pay a heavy price for accepting the OECD's recommendation that "transfers to households should be strictly limited to combatting absolute poverty." Nor is the DC, with its traditions of "social solidarity" embodied in its powerful trade union wing, the CISL, likely to embrace the OECD view that the enforcement of strict wage parity between North, Centre and South must be abandoned.

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Structural rigidities

The developmental arguments for removing such structural rigidities are as strong as the budgetary case for getting a grip on health and welfare spending. Even if the Government succeeds in holding the deficit this year at 10.4 per cent of gross domestic product, the contradictions imposed by deficit and debts may be too much for monetary policy to bear, particularly when exchange controls are gone and the lira has been placed in the ERM's narrow 2.25 per cent band.

The objectives of controlling inflation and maintaining currency stability have required some of the highest interest rates in Europe. But debt servicing costs standing at 9 per cent of GDP argue for lower rates as, paradoxically, do current speculative capital inflows which lead to an overvalued lira and threaten a deteriorating trade deficit.

The unavoidable conclusion is that swift and radical progress has to be made in cutting the budget deficit. Taxes should be raised and government spending held down in quantity and raised in quality. Otherwise, Italian governments will have more than a rampant Lega movement in the north to worry about; the Mezzogiorno will be a non-player, or even a losing player, in the new internal market because of its high unit labour costs; and Italy may no longer be able to straddle the gulf between the reality of its budgetary policies, a prime focus of Bundesbank concern, and its high flown rhetoric about full participation in EC economic and monetary union.

Judy Dempsey surveys the political landscape before Romania's elections

Bistering heat, provocation and criticism have failed to dislodge the youths who have been camped out for the past three weeks on University Square in the centre of Bucharest.

These are the young people who last December forced out the hated Ceausescu dictatorship. Today - according to Mr Ion Iliescu, leader and presidential candidate of the National Front for Salvation, which was catapulted into power last December - they are the Goleas or hooligans. The choice of language has not been lost on Romanians. Nicolae Ceausescu used the word Goleas for anyone who dared raise a voice of opposition. Many feel that Mr Iliescu's Front has hijacked the revolution and is serving as a safe-house for former communists.

Across the other side of this long, boulevard-lined city, once described as the Paris of the Balkans, young economists sit in an elegant town house which was once the home of King Carol I, the mistress of King Carol of Romania who set up a royal dictatorship in 1938.

The impassioned speeches of the youths in the square and their refrain "Jos Comunismul! Jos Comunismul!" - Down with communism! Down with communism! - fail to disturb the cool and spacious office of Mr Eugen Dimarescu, head of the Government-backed Commission for the Co-ordination of Foreign Economic Aid. Along with like-minded liberal economists, he is attempting to chart Romania's uncertain path towards a market economy.

"Without political democracy, we cannot have a market economy," he says, adding, "Romania must return to Europe."

But as this bitter election campaign draws to a close, it is becoming increasingly clear that Romania's political, social and historical relationship with Europe remains, to say the least, fragile. Bred in a byzantine world of intrigue and corruption but lured by Europe's cultural institutions, the country remains as schizophrenic as it did after 1918.

The young people's suspicion of the Front, the good intentions of Mr Dimarescu and his fellow intellectuals, and the re-emergence of the "historical" parties which ignorantly vied for power 60 years ago - all these ingredients of contemporary Romania are only too reminiscent of the inter-war period.

Then, Romania's fascist Iron Guard (who slipped into the Communist Party in 1947) were buying for the head of King Carol and for the heads of the Jews. The administration was plagued by inefficient bureaucrats. The political parties had been relegated to the sidelines. The army was waiting to assume power.

Now, in Romania as in other parts of east Europe, the effort to dismantle totalitarianism and rebuild social and political institutions has conjured up

Romania's political, social and historical relationship with Europe remains fragile

pre-communist ghosts.

The main players in the (re)construction of Romania's shattered political base and the revival of its weak civil society are the National Peasants Party, the National Liberal Party and the Front itself. Each appears ill-equipped for the challenge because all are tainted by their past.

Between 1918 and 1930, the Peasants and Liberals had an opportunity to bring about some of its backwardness. But both failed. They were ridden by corruption, driven by xenophobia and compromised by rigged elections.

Time to buy a bookshop

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Tax crimes

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Ceausescu casts a shadow over polls

They failed to deal effectively with land reform. Both pursued nationalist economic policies which often entailed a deep suspicion of foreign capital. Despite their political inaptitude, they were still troublesome enough for the ruling Communist Party to outlaw them in 1947 and imprison their leaders. It is a decision which the pre-war generation has not forgotten, and explains why elderly people are more likely to vote for these two parties than for the Front.

Today, the Peasants, led by the 74-year-old Mr Corneliu Coposu, and the Liberals, under their septuagenarian presidential candidate, Mr Radu Campeanu, campaign on two issues: anti-communism and the drive towards Europe and a market economy.

Neither party dares call in question the market economy and privatisation. However, both fail to recognise that the country desperately lacks an entrepreneurial and political elite to realise such a goal. Romania's post-war generation has had no chance to learn the rules of competition: they could not even travel abroad, a crucial means of gaining an insight into western economies. Similarly, both opposition parties are bereft of economists who could develop a strategy for the painful reorientation of one of the most centralised economies in eastern Europe.

Such details are rarely articulated on a campaign trail marked by indignation, suspicion and violence. Everybody places the blame on the Front and its communist sympathisers. Nobody can prove it. In Romania, truth is as elusive as the long-awaited international telephone call.

A rumour or bribe goes a long way. The Front itself is in no better shape. In University Square and in Timisoara, the frustrated cry goes up: the Front has hesitated to purge the bureaucracy, the ministries, the factory management or the media of former communist activists; it has failed to rein in the remnants of the Securitate, Ceausescu's now disbanded secret police.

The Front's response is that it cannot overnight sack 400,000 party members. Mr Dimarescu and his colleagues at the Institute for World Economy admit that the leadership bureaucracy is resisting change. He says: "After the elections, when the new government has legitimacy, many of these will be sent into retirement or offered new jobs."

"The reluctance to purge the administration runs even deeper. Under the old regime, we all lied," explained Mr Mircea Dinescu, head of the Writers' Union and doyen of Romanian poets. Since almost every individual (with the exception of those young) in some way "touched" by the old regime, nobody has the moral stature to name names. Few have the moral authority to exercise power.

It is in such an atmosphere of distrust and social instability that the Front-dominated government has attempted to fill the political vacuum.

The Provisional Council for National Unity, an interim parliament formed last January, set Mr Petre Roman's Government three tasks: keep the economy running, feed the people and break up into holding companies or into small and medium-sized units which will be privately run. Already, the government has



The legacies of the Communist Party and the pre-communist past linger on

received 11,000 applications for private business licences. Since January, individuals have been allowed to set up their own private enterprises with a maximum of 20 employees. Mr Dimarescu says the ceiling will soon be raised to 250.

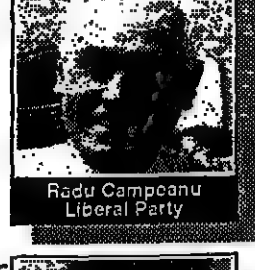
● Raising capital for private industry through the issue of shares and bonds to foreign and domestic investors.

● Decentralising the banking system to allow enterprises a choice in interest rates and loans and enable them to deal directly with foreign partners.

Advisers to the Front do not shy away from the issues of unemployment or inflation - questions which Front candidates, by contrast, always avoid. Mr Dimarescu reckons that 20 per cent of the 11m workforce is underemployed. The plan is to introduce a system in which the unemployed will receive 80 per of their wages during their first two months out of work. After that, some will be offered credits to start up their own businesses while others will be retrained using funds raised by the Ministry of Labour and Education.

Mr Dimarescu also admits that inflation, hidden under the old regime, now runs at 30 per cent - partly because in January the Government devalued the lei and freed prices for farm produce and for items sold by private enterprises.

He cites how inflation is affecting the housing sector. In order to alleviate an acute housing shortage, the

Ion Iliescu
Salvation FrontRadu Campeanu
Liberal PartyCorneliu Coposu
Peasants Party

bar international observer delegation arrived in Bucharest, including British politicians, American Senators and election experts from more than 19 countries.

These moves are a response to fears among the public and the international community that the elections might not be fair. But they also recall the inter-war period when elections were shamelessly rigged. That is the legacy the new government will be asked to leave behind on Sunday if Romania is to rise above the long shadows of the past 90 years.

government is selling off state apartments. "The value had tripled since January," Mr Dimarescu says, "but for the moment, we can live with inflation and we will attempt to curb it by soaking up the population's savings which total 300bn lei."

The Peasants and Liberal Parties support some of these policies. But as in the case of the Front, their economic programmes figure nowhere in the election campaign.

The fact that all the political parties are reluctant to tell the truth about unemployment or inflation is a bitter reflection on the Ceausescu years. The outward signs of deprivation - the food shortages and queues - have long since disappeared. The Front will undoubtedly receive some public gratitude from sections of society which, since the early 1980s, had been forced to live on bread and food rations smaller than the quotas allowed during the Second World War.

In addition, the Front will gain votes from the peasantry, which makes up 30 per cent of the labour force. It has already won the peasants the right to own 5,000 square metres of land, compared to the miserable 200 square metres they were permitted under Ceausescu. The rural population is also benefiting from the freeing of food prices. The Front is confident of winning this vote provided the peasants are convinced that the old guard will not rise again in the guise of the Front.

The other, perhaps more enduring, legacy of the Ceausescu dictatorship is the way in which it almost completely won the trust of the Romanian people. The new Government's task will be the restoration of trust and the channelling of Romania's new-found freedom into genuine democratic institutions. Sunday's elections are the first test.

Recent events have not been particularly encouraging. The Peasants and Liberals say that some of their provincial headquarters have been smashed up and their candidates attacked by "organised thugs"; some say former Securitate officers are involved. The Front, for its part, denies any collusion and counters that its people have also been harassed.

Nor has there exactly been a level playing field between the parties in terms of publicity. Mr Ion Iliescu, the Peasants' presidential candidate, was refused permission by the Government to set up his own imported printing machine. Early in the campaign the opposition parties fought tooth and nail to gain airtime on the Front-dominated state television. But it was not until last night that the three parties came together to debate their policies with equal time on TV.

On the other hand, the Government has set up an elaborate system of checks to ensure a free and fair election. Each polling station has been issued with a barrage of instructions on conducting the vote and registering complaints. Yesterday a 60-member

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OBSERVER

accounts on time; sending out press releases about the rich and famous who have lapsed. First to be subjected to this treatment are pop stars Annie Lennox and Dave Stewart of the Eurythmics, and Simon Le Bon and Nick Bates (stage name Rhodes) of Duran Duran. All four failed to file in the time allowed, the result: fines of up to £250 and a criminal record.

Sheffield mark

■ Sheffield's ancient Company of Cutlers has launched the Sheffield mark, building on the city's long-standing right to use its name as a trade mark. It has "Sheffield" printed across a stylised wheat-sheaf - one of the city's heraldic symbols.

It looks good, but the knives are out locally, inevitably perhaps in an edged-metals industry where cutlery, chisels, axes and other tools are still made by a sizeable number of small, family-owned businesses.

Harry Flowers of Rutland Cutlery and president of one of the trade associations, says: "It's too big. You tell me where and how I'm going to stamp it on a teaspoon."

There is also controversy over Richardson Sheffield, which makes kitchen knives, having first use of the logo on the broad blades of its breadknives. Purists say that because Richardson finishes imported blanks, first use should have gone to someone using local steel.

At this week's annual Cutlery Feast, one disgruntled rival managed to bend the blade of a presentation breadknife to make his point, then started sawing a table leg to test the edge. It would still cut bread, but he pronounced it technically ruined.

The new mark is more about marketing than manufacturing. It will be used to bring



"I'm on early retirement from Ravenscroft," consistency to marketing the city's goods around the world.

Big place

■ "Well, I'll certainly say it's large - there's lots of room for expansion," said William Purves, in the Scottish accent for which the chairman of the Hongkong and Shanghai Bank is renowned.

Purves was standing in the vast grey and off-white marble atrium-style banking hall of his rival, the Bank of China, whose new Hong Kong tower block was formally opened last night.

The 70-storey building is 367.4 metres high, including two chop stick type poles that stick out of the top, piercing the clouds. It is the fifth highest building in the world, and the highest outside the US.

The aim is to be the biggest and cheapest bank in the Colony. The building cost over HK\$3bn, which is less than the Hongkong Bank's ruggedly functional Norman Foster-designed headquarters nearby, where the estimate was HK\$5.5bn.

Still, the premises have been hard to fill and about 10 per cent of the 900,000 sq ft total floor area is still awaiting tenants - the Bank of China and its allied organisations have approached 40 per cent.

If anyone wants some space, it is understood that it is available well below the asking price of HK\$47 per sq ft, which is already significantly less than the HK\$55 that was being achieved before the events in Tiananmen Square last year knocked Hong Kong's economy.

On and on and...

■ Margaret Thatcher is to become only the third recipient of the Aspen Institute's Statesman Award in the Institute's 40 year history. She is in slightly improbable company. The previous recipients were Jean Monnet, the founding father of European integration, and Willy Brandt, arguably the founding father of German unification.

The Prime Minister will make a speech at the Colorado-based Institute's 40th anniversary celebrations in early August on the theme of "Renewal: Leadership and Values for the 21st Century." Perhaps she is staying longer than we thought.

Down market

■ Even by his own adventurous standards, Robert Maxwell has moved into a new world with his purchase of three of America's sleazier tabloids. Sold mainly at supermarket checkout counters, the Globe, National Examiner and the Sun have a combined weekly circulation of 2.5m and are making a profit despite falling sales.

The current front pages of Maxwell's acquisitions proclaim: "Boy, 5, Gives Birth." "It was astounding," say stunned doctors, "and Jesus is already back on earth, say scholars."

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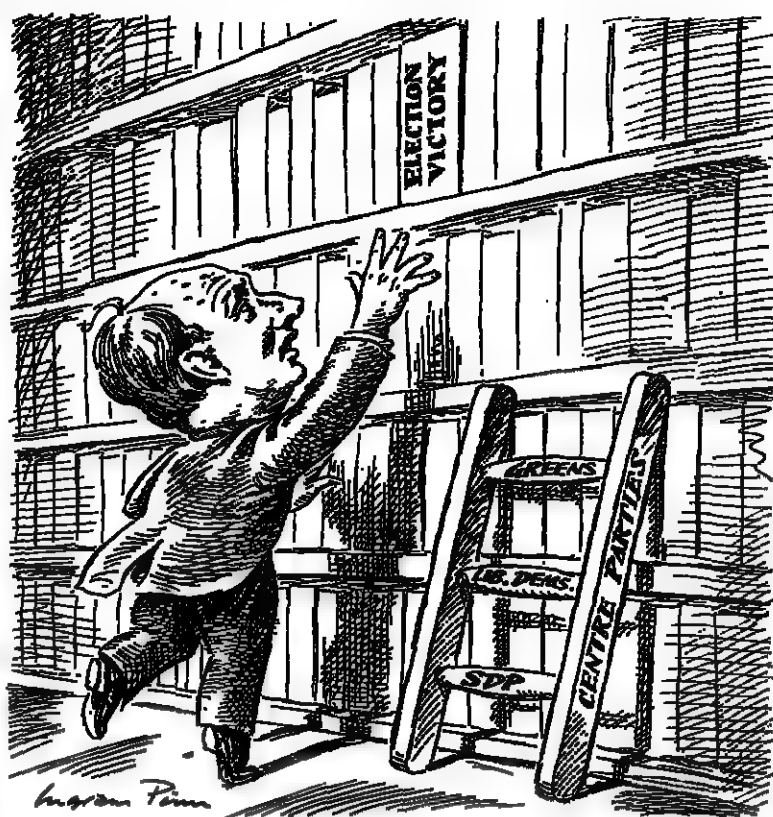
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POLITICS TODAY

Labour's hard climb through the centre

By Joe Rogaly



If you judge the British Government by its performance over the past year it deserves to lose the next general election. Yet it is not at all clear that Labour is poised to win. This is the most cogent reason why the Tories are so confident that they will win a short while ago. "It was all a waste," a prominent minister asked in a particularly frank and very recent private conversation — has for the moment been lifted. The Labour Party has been outmanoeuvred on day-to-day tactics; as to long-term strategy it might yet outsmart itself. The story on tactics is well-known. "How could they have been so easily duped?" one of the Prime Minister's close confidants asked this week, reflecting on Labour's failure to anticipate the Tory coup in the recent local elections, not to mention its inability to forestall last week's obvious confidence trick: you allow everyone to believe that 10 per cent inflation is about to be announced, so that the actual disaster, 9.4 per cent, seems like a triumph.

This chop logic has enhanced Conservative morale and apparently prolonged Mrs Margaret Thatcher's political life. The threat of a takeover by Mr Michael Heseltine no longer seems so imminent. "It is marvellous how anyone who opposes her sooner or later ends up dead," says the above-mentioned confidant, who happens to be a sceptic in his spare time. The flurry of tactical victories has not, however, answered that more and increasingly common question about what has happened to Britain since 1979 — "was it all a waste?" The rising inflation, and civic disorder of the late 1970s were brought to an end during the early Thatcher years; that was no waste. As to whether a decade of the "right" approach has resulted in any improvement in Britain's hopes of meeting various west European standards of education, training, productivity, economic well-being, and quality of life, the best that can be said is that the jury is still out.

Herein lies Labour's strategy. The electorate, it is assumed, will return a verdict of guilty. The Tories will lose the centre vote because of their misuse of the proceeds of North Sea oil and their story-headed transfer of wealth from the poor to the rich, not to mention the poll tax. The Government will be thrown out of office as Thatcherism disintegrates. Mr Neil Kinnock will become Prime Minister by mid-1992 at the latest. All that Labour has to do is to ensure that the Tories are not re-elected. The Tories offer a mild social democratic alternative, stay united, and wait for the apple to fall from the tree.

It might. The Government's season of troubles is by no means over. Mr Heseltine may after all split the Conservatives. The Tories are still in a wide band whose lower end is close to the current market rate (for example DM/£2.25-3.10). This would ensure that any initial capital inflows are choked off by currency appreciation rather than interest rate cuts. But there are two major objections to this. First, the legitimate political fear that such strong medicine might later, close to the elec-

recession too late in the electoral cycle. It may prove fiscally awkward to bribe voters into acceptance of the community charge next year and engineer twopenny off the standard rate of income tax in, say, March 1992.

If the above assumptions are correct, Labour's strategy has much to be said for it. It is all explained in the slimmed-down and often quite attractive set of policy papers that emerged in draft form this week. Mr Kinnock's Labour Party is no longer unilateralist on defence. It is moderately pro-European without being federalist. It would only rationalise telecommunications, electricity and water, and then just a little bit, to keep its left happy. It would accept much of the Conservative legislation on trade unionism, outlaw the closed shop, and continue to restrict the number of pickets to half a dozen. It would increase spending on health, education, pensions and social security, but mostly only when economic growth has provided the necessary revenue. Training would be a priority. There would be devolution to regional authorities and "partnership" between government and industry.

The package could be unbeatable if the quasi-rationalisations are excluded, because then Labour could elect Mr Heseltine as leader and run under the banner of one-nation conservatism. Think about it. It works, does it not? Leaving personal sensibilities aside, the reason why in real life it does not is that the Conservatives stand a good chance of being seen as better at conservatism, of whatever stripe, than a revamped Labour Party. Just one example makes the point. If Labour wins, income tax will rise, gradually, to a maximum of 50 per cent, including national insurance. The top levels will apply only to the very rich, and the lowest band would fall by 5 per cent to 20 per cent. Most people will not be out of pocket at any time, it is implied in the skillful chapter drawn up under the watchful eye of Mr John Smith. It reads well, but try selling it against the likely Tory slogan: lower taxation government costs you less.

This may sound unfair to Labour, and too dismal at a time when the party's lead in the opinion polls still translates into an amazing overall majority in a hypothetical election held during the past few weeks. Perhaps it is. The trouble is that the Tories get this figure, known to Mr

election will not be held until the Conservatives are ready for it. They are good at choosing the right moment, which is when economic optimism is running strong.

Here the Mori poll's economic index, showing the difference between the proportion of people who think the economy will improve as against those who think it will deteriorate, is instructive. It sank to -84 per cent in January 1990, reflecting 10 per cent expecting an improvement against 74 per cent expecting things to get worse. Yet it was positive by the time of the June 1989 election. It was down into the minus through the whole of 1985 and 1986, but comfortably plus for the June 1987 election. The figure for April 1990 is -37 per cent, an improvement on March 1990 but otherwise the worst since March 1984.

Labour will lose its gamble if the Tories get this figure, known to Mr

Kinnock as the "feelgood factor", positive again within the next two years. The Labour leader's strategists have yet to show that they understand the need to insure against such an eventuality, however remote it may seem today. The best form of insurance is to win positive and lasting support from the centre party voters, to offset the likely ebbing away of the recent tide of Tory protest votes. The Labour lead already seems to be subsiding: according to yesterday's ICM poll in the Guardian it is 18 percentage points, as against 24 per cent a month ago. The missing six points have been captured by the Liberal Democrats, the Greens and the Social Democrats, making their joint total 18 per cent.

This is well below the 25 per cent or so scored by the centre parties in the recent local elections, but still high enough to give Labour plenty to think about. If there is only about 50 per

cent of the vote for the two large parties to fight over, what price a Conservative recovery to their scores of 42 per cent and above in the last three elections? In such circumstances, Mr Kinnock would be pipped at the post.

One of the things you learn when you write for the newspapers for a long time is that the existence of a problem does not mean that there is a solution. It could be that there is no solution for Labour: it has put on the clothes of an alternative government and now has no option but to sit it out and see if the Tories destroy themselves. But what if they only very nearly destroy themselves? Then Labour would rely on marginal issues, attractive to centre voters in particular.

Greenery is such an issue. The Conservatives may get so tangled over the costs of environmental policies that Mr Christopher Patten is obliged to produce a disappointing white paper in the autumn. Mr Jonathan Porritt, of the Friends of the Earth, warned the Tory Reform Group of this possibility on Monday. Mr Patten, he said, is Oliver Twist; Mrs Patten and the Archdiocese are merely using him. We shall see. But if Mr Porritt is right, Labour could jump in, promising its green taxes, its regulation, its price mechanisms; only its spokesman Mr Bryan Gould could spoil the chance, if he fails to prevent himself from airing his social preoccupation while selling a green manifesto. I think he is learning.

Constitutional reform could be a powerful unique selling point, which Labour could aim at centrist voters. It has failed to perceive this. True, it promises an assembly for Scotland, Mr Kinnock's first year of office. It is likely to advocate the incorporation of the European Convention on Human Rights into British law. But regional assemblies and an elected Senate will be distant prospects at best. Proportional representation, which alone would electrify centrist voters, is ruled out for the House of Commons and otherwise dodged by referral to a special committee on forms of election.

In short, the Labour Party is asking us to support it on the grounds that, first, it is not Mrs Thatcher's Conservative Party and, second, it has good intentions. We are required to believe that the most successful party boss Labour has had would become the moderate Prime Minister Kinnock. There are to be important constraints. Labour proposes membership of the Exchange Rate Mechanism of the European Monetary System, which could be a check against fiscal irresponsibility. It proposes that social and environmental matters be determined by majority voting in the European Council of Ministers, a counter-balance to Westminster powers. It even suggests the possibility of accepting a European central bank. If it is made accountable. But at home, we are to swap one elective dictatorship for another. "Just write this cheque for power," Labour is saying, "and leave the rest to us." On that argument, it does not deserve to win.

LOMBARD

Stop running down London

By Anatole Kaletsky

For any Londoner who dreams of living in a green and pleasant city — a great metropolis unclogged by traffic, untouched by poverty and undisturbed by noise — I have a suggestion. Go and live in New York. Then come back home.

Returning to London after almost four years in Manhattan reminds me of an epiphany I had one Monday morning as I walked past Grand Central Station. Yellow cabs hooted, beggars howled, commuters shoved.

And yet the place seemed strangely calm and empty. What was the reason for this curious silence? Suddenly I realised — I had returned the previous night from São Paulo. To senses still overloaded by the chaos of South America's biggest city, New York seemed almost serene.

London today presents a similar case of cognitive dissonance. Complaints of transport chaos, rampant beggary and the impossibility of urban living appear to dominate the dinner party consensus.

Yet, moving from Manhattan to central London, the overwhelming impression is of a city singularly blessed with open space, with tranquil residential areas and even with a transport infrastructure that would be the envy of any comparable metropolis in the world.

The last phrase will naturally have cost me many readers. But as you fail to squeeze into the third consecutive sardine-train through Shepherd's Bush, consider the comparison a moment longer.

There are just three cities in the world comparable in size and economic development to London: Tokyo, New York and Paris. Which of them has a better transport infrastructure or a more comfortable, spacious and peaceful place to live in? Possibly Paris, certainly not the other two.

Why then, do Londoners complain so much more vehemently about their environment? Looking at transport, the biggest bone of contention, one great deficiency seems to stand out. In comparison with other great cities around the world, London does not lack an

adequate physical transport infrastructure. London is served by far more commuter rail lines and four times as many central termini as New York and the tube system is better integrated and more comprehensive than the subway or even the Paris metro.

The trouble is that much of this capacity is underused. In spite of a 44 per cent growth in the demand for tube travel between 1983 and 1989, the average interval between trains on the underground actually increased by 6 per cent during this period, from 3.3 minutes to 3.5.

The fate of London's bus services has been even worse. While many New Yorkers commute to work along rigorously enforced bus lanes, buses have ceased to be an option for many Londoners because of the dramatic cuts in service frequency, leading to average waiting times as high as 20 minutes on many routes.

There are, of course, many reasons why London's public transport system fails to make maximum use of the enormous physical infrastructure which the city already enjoys. The tube lines need new signalling equipment if they are to run more frequent services. The buses need strictly enforced bus lanes or even whole roads set aside for them in order to become an efficient transport mode once again. There need to be far more taxis if Londoners are to leave their cars at home when they go shopping and there should be special taxes on private parking spaces in the centre of town.

But what Londoners should not forget as they hear politicians making excuses about the state of the city's infrastructure, is that these are all perfectly manageable administrative problems. If London Transport is planning to take eight years to resign the Central Line, and 10 to complete the same work on the Northern Line, or if politicians claim that road congestion is a reason for running down bus services, rather than building them up, let us not lay the blame on wonderful old London — but rather on the people who have got it into its present sorry state.

LETTERS

Compromise solution for ERM entry

From Mr Giles Keating.

Sir, The Treasury and Bank of England are rightly concerned to ensure that sterling's entry into the Exchange Rate Mechanism of the European Monetary System does not cause the spurious interest rate cuts, unmitigated by domestic conditions, that are for some politicians the main payoff of ERM entry.

Some commentators have recently suggested that such cuts can be avoided by joining in a wide band whose lower end is close to the current market rate (for example DM/£2.25-3.10). This would ensure that any initial capital inflows are choked off by currency appreciation rather than interest rate cuts. But there are two major objections to this.

First, the legitimate political fear that such strong medicine might later, close to the elec-

tion, precipitate spurious interest rate increases, to defend the bottom of the band against erratic downward pressure. Second, Samuel Brittan's point ("How not to join the EMS," May 14) is that the initial rapid appreciation, there might be a prolonged period of downward movement from the top of the band to the bottom, which would give the impression that the EMS was ineffective, undermining the favourable effect on inflationary expectations that is supposed to be a central purpose of joining.

The solution surely has to be a compromise — choose a wide band whose lower end is close to the current market rate, say 2.50 (which is the rate implied by the current theoretical sterling-Ecu parity, and therefore one to which none of our EMS partners could legiti-

mately object). This allows some scope for initial appreciation, to almost DM/£3.00, thus limiting the risk of spurious early interest rate cuts. But it also allows some room for significant depreciation (to around 2.53) should sterling be subject to erratic downward pressure in the run-up to the election, maybe at a time when interest rates were being cut for legitimate domestic reasons.

After the election, it would be possible to shift to a narrow band at an unchanged central parity, if necessary by reversing part of the pre-election interest rate cuts. This would avoid the impression of monetary depreciation, thus answering the point raised by Mr Brittan.

Giles Keating,
Director (Economics),
Credit Suisse First Boston,
2A Great Titchfield Street, W1

Exercise of trustee duties

From Mr John C. White.

Sir, David Owen ("Securing unsecured trust in a corporate trustee," May 15) refers to the appointment by Law Debenture Corporation of Royal Exchange Trust as its attorney to exercise the duties of trustee of the B&C convertible unsecured loan stock, because of the possibility of a conflict of interest.

Why was this possibility not apparent to LDC when it assumed its role in the first place? It seems extraordinary that, at the most important moment in its trusteeship, LDC feels obliged to abandon its responsibilities to another party with, presumably, all the additional costs involved.

John C. White,
The Pines,
Hoppety,
Tudorville, Surrey

Tax burden on families

From Mr Fran Bennett.

Sir, You report ("Treasury warns ministers," May 14) that the Treasury "is determined that child benefit should be frozen for the third successive year." If it is frozen again in 1991, this would, in fact, be the fourth, not the third, successive freeze. Already, most of the country's mothers are losing £1.35 a week as a result of the continuous freeze in child benefit since 1987.

Child benefit replaced the old child tax allowances, as well as family allowances, and is now, therefore, our only means of attempting some equalisation of the tax burden between those with and those

without family responsibilities. The increase in the tax burden on families with children as a result of the reduction in child benefit's real value sits oddly with the Government's claims to represent the party of the family and of reductions in taxation. No wonder your report says that any further freeze would create "opposition... among the Government's own supporters," especially in the run-up to a general election.

We trust the Government will think again.

Fran Bennett,
Director,
Child Poverty Action Group,
1-5 Bath Street, BCL

Safeguards for South Africa's minorities of all kinds

From Mr Jan Smit.

Sir, I find it quite outrageous that a newspaper with the FT's standing can still make such basic conceptual errors as regards reporting developments in the southern African constitutional tangle. ("Minority rights plan for South Africa," May 14).

You refer to Mr Gerrit Viljoen (minister charged with elaborating a post-apartheid constitution) seeking to protect "white" minority rights in such a future constitution, but it should be abundantly clear at this stage that it is not just "white" minority rights that

are in question — especially when the reporter quotes Mr Viljoen as saying: "These minorities... (that is in the plural and thus creating some inconsistency in the grammatical logic of the report.)"

South Africa is a conglomerate of minorities of all kinds — racial, cultural, linguistic, religious, etcetera. These minorities need to have some safeguards in a future constitution.

Jan Smit,
30 Brickfield Cottages,
Chevening Road,
Chipstead,
Surrey, Kent

Mexico's 'appealing consistency': a need to look at all the facts

From Mr Christopher Whalen.

Sir, William Cochrane's description of the Mexico City stock exchange ("Mexico advances while Ireland flees further," May 9) lacks several important pieces of information of which foreign investors should be aware.

First, inflation in Mexico does indeed appear close to that of some southern European nations, but in reality non-government sources put the rate near 30 per cent — and rising. Wage and price controls do not price stability make.

Second and more important is the related question of the currency. The Government is

devaluing its currency one peso per day against the dollar at roughly 10 per cent annually.

Yet most private, non-government sources estimate that the currency is 10 per cent-20 per cent overvalued already — a result of inflationary government policies meant to make imported food and consumer goods affordable to Mexico's impoverished and increasingly disaffected populace.

The inflation comes from the 45 per cent interest rates paid on Mexico's government debt. Mr Cochrane does not mention that 90 per cent of the turnover on the Mexico City

bourse consists of high coupon debt issued by the Mexican Treasury to attract hard currency — what Deputy Finance Minister Jose Angel Gurria euphemistically refers to as "returning flight capital."

Mexico's current account deficit for 1990 is estimated to be \$7bn, up \$2bn from last year. Hard currency reserves are reported to be under \$4bn and are deteriorating at a rate of roughly \$2bn per year.

Hardly a recipe for currency stability.

Before you tell your readers of "an appealing consistency about Mexico," you should look at all the facts.

Christopher Whalen,
The Whalen Company,
1717K Street, NW,
Washington, DC

The real return on the Mexico City bourse was 49 per cent for the year ended March 31. But when the Government claims that inflation is below 20 per cent, but offers interest rates over 40 per cent, does this not suggest an imbalance? Shrewd investors who have taken advantage of Mexico's artificial stability have benefited very handsomely indeed. But the real heroes will be those who sell their pesos before the inevitable devaluation.

Christopher Whalen,
The Whalen Company,
1717K Street, NW,
Washington, DC

LOVE
JEALOUSY
HOPE
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ENVY
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DISAPPOINTMENT
SADNESS
EXCITEMENT
AMBITION

Now you know what it feels like to be blind.

There are one million blind and partially sighted people living in Britain today.

At the Royal National Institute for the Blind, we help thousands of them get on with the ordinary business of ordinary life.

The RNIB Looking Glass Appeal has now been set up so we can help fund our schools, colleges, and all the other services we run to help Britain's blind people live their lives to the full.

We need to raise £10 million, and every penny counts. Please give what you can.

I enclose a cheque payable to RNIB or please charge my Access ☐

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UK groups face costly European ruling on pensions

By Tim Dickinson in Brussels and Eric Short

A EUROPEAN Court judgment yesterday on occupational pension schemes could cost British employers several billion pounds.

The judgment upheld the principle that schemes should apply the same retirement benefits to men as they do to women made compulsory redundancy by their employers.

The ruling was warmly welcomed by Britain's Equal Opportunities Commission which saw it as a landmark for equality in pension provision in the UK.

The judgment ends a 10-year battle in a case, brought against Guardian Royal Exchange Assurance by the late Mr Douglas Barber, a former employee.

Among the issues to be decided by the court was whether a retirement pension and benefits paid in the event of compulsory redundancy constituted "pay" for the purposes of Article 119 of the Treaty of Rome.

In reaching their decision, the Luxembourg-based judges relied heavily on the interpretation of this article, under which member states are prohibited from sanctioning any discrimination with regard to pay between men and women.

They asserted that a pension paid under a private occupational scheme - contracted-out of the state scheme - fell within the scope of Article 119.

In London last night pension consultants predicted that the judgment would have significant financial consequences for employers, if their male employees decided to enforce their new found right to retire early with the same pension as had been available to women.

Mr Barber had been made redundant when he was 53, receiving the usual redundancy cash payment together with the right to a deferred pension from the scheme's normal pension age for men of 62.

In contrast, a woman aged 53 could have taken an immediate early retirement pension.

GRS had not contested that a woman in the same position as Mr Barber would have received an immediate pension and that the value of her total benefits on redundancy would have been greater.

The company argued, however, that EC law permitted exceptions from the equality principle under a 1979 directive.

Significantly the Court ruled that its judgment could not be used by those making claims retrospectively; thereby relieving employers from the threat of an immediate flood of claims from employees earlier made redundant.

The judgment applies only to those in private occupational schemes.



Theo Waigel, West German finance minister, (left) welcomes his East German counterpart Walter Bommert to Bonn where a treaty will be signed today which will lead to the merger of their two countries' economies on July 2

Brittan proposes defence role for EC within Nato

By Lucy Kellaway in Brussels and Edward Mortimer in London

SIR Leon Brittan, vice president of the European Commission, made a strong bid last night for the EC to become a "European defence pillar" within Nato.

In a speech which takes the discussion about European political union on to increasingly sensitive ground, Sir Leon said he was "increasingly persuaded that now is the time to develop a security dimension to the European Community". This (though he did not mention the fact) would be in line with last month's Franco-German proposal calling for a common foreign and security policy.

Sir Leon, who was addressing an East-West Conference of Young Politicians in London, made clear this was "an entirely personal conclusion". However, the security question was raised at a Commission meeting last weekend and there was a consensus that something more than loose

co-operation might be desirable. Sir Leon proposed that a new European Security Community should be set up alongside Euratom, the Coal and Steel Community, and the Economic Community, and "assimilated as closely as possible into the existing Community institutions - although "because of the problem of Irish neutrality on the one hand, and Norwegian, Icelandic and Turkish membership of Nato on the other", it would have to have "slightly different" decision-making arrangements.

The new body, he said, would subsume within it the existing structures for defence and security co-operation - Nato's Eurogroup and Independent European Programme Group, as well as the nine-member Western European Union - which he described as "flimsy" and lacking an overall strategy.

The new body, he added, should be "the forum in which

Europe developed a common defence strategy, and a coherent arms procurement policy."

It could organise joint training and joint manoeuvres. In the longer term it should have its own research and development budget and might even "manage" a European nuclear deterrent, as an equal partner with the other, North American, pillar of Nato; and could encourage greater military integration "both in terms of joint forces and specialisation of roles".

It might also, he said, help the Soviet Union to accept full Nato membership for a united Germany, by "strengthening Europe's independent voice in matters of security".

Member states would continue to have autonomy over defence matters, except in arms procurement, where Sir Leon suggested the countries should be forced to drop their national preferences, abiding by the same procurement rules that apply to other sectors.

Taiwan expected to recognise Chinese Government

By Peter Wickenden in Taipei

TAIWAN'S PRESIDENT Lee Teng-hui is expected to announce a significant change in Taipei's attitude to China on Sunday by formally recognising the authorities in Peking for the first time in 40 years.

He is expected to make the announcement at his presidential inauguration on Sunday which will mark the start of his first full term as Taiwan's first native-born president.

The announcement could pave the way for talks on establishing relations between the two countries.

In meetings with groups of legislators and academics in recent days, Mr Lee has indicated that Taiwan is considering ending the "period of general mobilisation" during the Communist rebellion.

This has lasted since the nationalist Government of the Republic of China was driven off the Chinese mainland by Communist forces in 1949.

The ending of the period of Communist rebellion would amount to a formal recognition of the authorities in Peking and save the way for talks on establishing practical relations between Taiwan and China.

Taipei has never recognised the existence of the Government in Peking and has stuck to a "three no's" policy of no official contact, no negotiation and no compromise with what it regards as a rebel regime.

On Tuesday, however, Mr Lee astounded the nation by saying that Taipei would be ready to negotiate with Peking but only on a government-to-government basis.

On Wednesday, General Hsu Pei-tsun, who has been named as the new premier, said: "It is one country, two governments". This is the reality and has been for the last 16 or 17 years.

Mutual recognition and negotiation will eventually be thrust upon the two sides if they are both to gain membership of organisations such as the General Agreement on Tariffs and Trade.

Mr Lee has told legislators that any talks between the two Governments must be on an equal basis and could begin only after Peking renounces the use of force against Taiwan and adopts a free and democratic system. Peking regards Taipei as a local authority but China's vice premier, Wu Xue-qian, has proposed that the Communist Party negotiates with the Kuomintang.

In response, Mr Lee was quoted as saying that talks on unifying China with Taiwan could not be held between the two ruling parties because other groups were involved. This has been hailed by Taiwan's opposition, which all along has demanded government-to-government talks.

Mr Lee said his inaugural speech on Sunday will surprise the people. He is also expected to announce a two-year timetable for constitutional reform.

Equities enjoy a change of tune

There are plenty of reasons why the UK equity market yesterday enjoyed its biggest jump since the dark days of late 1987, and most of them are probably wrong.

If the Chancellor's speech to the annual dinner of the CBI last night is any guide, hopes of imminent UK entry to the exchange rate mechanism are overly optimistic, and the Japanese wall of money arguments are as ephemeral as ever.

Market makers have been caught desperately short of stock, and the suddenness of the market's move is bound to have unnerved those fund managers who had been building up their liquidity. Buying the market just because it is going up does not sound terribly professional, but it is a factor which should not be underestimated.

Nevertheless, it would be wrong to underestimate the transformation in the mood of the UK equity market over the past fortnight. The political worries, which have dogged the market, have eased following the local election results, last week's inflation figures were not as bad as feared, and blue chip companies continue to report double digit earnings growth.

The heavy overseas component in the profits of UK plc, and the relative cheapness of the London market, makes the case for selling UK equities hard to sustain. The London equity market has massively underperformed New York this year and before yesterday's surge, the FT-SE 100 had still not risen as fast as the Dow in May. Some catch up was inevitable and the recent 7 per cent jump in the prices of UK long bonds was the final trigger.

If market sentiment was overly gloomy at the start of the month, there is a danger now that it is swinging too far the other way, ignoring the UK's economic problems which have not gone away. Early entry to the ERM would give a flip to share prices, but interest rates could just as easily rise after entry, as before.

Meanwhile, UK bond prices have fallen 10 per cent this year whilst equities are only down 5.7 per cent, which is not a very bullish indicator.

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FT Indices (rebased)

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0

FT-SE 100 Index
FT Government Securities Index

Jan 1990 May

beer volume is impressive, and the heavy investment in its retailing operations seems to be paying off.

There are longer term questionmarks over its heavy dependence on a declining UK beer market, and its reliance on brands it does not own, like Heineken. But in the short-term, Whitbread seems to be better prepared than most for the reorganisation of the industry. Meanwhile, a prospectively geared company promising 15 per cent plus per annum earnings growth over the next couple of years.

Coloroll

With the announcement of Coloroll's potential rescue package, Coloroll has travelled all the way from stock market high flier to venture capital vehicle in less than eighteen months; a transformation which has more traditionally taken place in the opposite direction. The fact that shareholders will be offered unquoted paper and no cash implies that the value of the equity has disappeared and that a rights issue is accordingly impossible. It is also clear that for more than the earlier-mooted £75m is required. Any injection by Canover and partners will need to be well over £100m and a bank refinancing will be needed too.

The incentive for Canover is that, out of the glare of the public eye, it may be possible to sell off some of the businesses for more than the fire sale prices which would be commanded if the company was to be restructured. But Canover understandably wants to take a very close look at the books before committing itself; agreement on a deal is probably weeks away.

Shareholders have at least had the chance to deal while

for buying Royal shares, after yesterday's 31p rise, the US is not the answer. And Royal's UK trading results, particularly in private motor, are worrisome. As 44p, Royal is trading at just over net asset value (NAV). That seems about right, but with little room for much more of a rise soon: comparable US insurance stocks such as Citicorp are at 20 to 40 per cent discounts to NAV.

But the same commentators reckon claims costs are probably rising by 10 to 12 per cent. So even if the pricing cycle is turning, there seems little chance of the US-oriented companies, Royal and General Accident, seeing the huge bottom-line recovery there which they enjoyed last time around. US insurance company results are not quite bad enough yet to force them to jack up prices. Only one major domestic insurer, Fireman's Fund, showed a net loss per share last year. Even if the results get appalling, California's anti-insurer Proposition 103 suggests the US public will not accept the rate rises they faced a year ago.

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UK markets gain sharply

Continued from Page 1
had been no change of heart on the Madrid conditions for EMS entry, which prescribe a significant fall in the rate of inflation before membership. Most economists expect the increase in the Retail Prices Index to continue increasing until August.

In a speech last night, Mr Major added little to this: "I am sure we will benefit from joining the ERM, and join it when our conditions are met. But it is an added discipline, which will reinforce domestic monetary restraint, not replace it."

● The job losses shown by the jobless data came in the south-east of England, where unemployment increased by 6.9 per cent over March, East Anglia and the south-west. These

areas all have below-average unemployment. Elsewhere, unemployment continued to fall.

The figures come hard on the heels of announcements of job cuts in several companies, including 770 jobs at the Ravenscroft steel mill, 1,125 jobs at the Brynbo steelworks in Wrexham, and between 4,000 and 5,000 job cuts at British Telecom.

The number of employees in manufacturing industry is estimated to have fallen by 18,000 in March alone, the department said, the largest fall since the downturn began. Manufacturing employment has fallen in 11 of the last 13 months, and in the year to March has fallen by 46,000, reversing a gain of 47,000 in the previous 12 months.

S African town fears clashes between right wing and blacks

By Philip Gawth in Welkom, South Africa

PRETORIA rushed police and army reinforcements to the gold mining town of Welkom yesterday, fearing clashes between right-wing whites seeking vengeance after black miners killed two men on Wednesday evening.

The two men were stoned and stabbed to death as mine security forces tried to break up a demonstration by workers at the President Steyn mine outside Welkom. Twelve black mineworkers and four other white men were injured in the incident.

The long-fearing clash between the extreme right and blacks is likely to put pressure on the Government to act swiftly against the growth of armed extremist right-wing movements such as the Afrikaner Weerstandsbeweging (AWB - Afrikaner Resistance Movement). The Government has tried to avoid a confrontation with such groups so far.

The town was calm but tense yesterday. The Conservative Party advised white miners not to go underground until their safety was guaranteed while Anglo American, which owns the mine, and the National Union of Mineworkers appealed for calm and expressed their regret at the deaths.

A local right wing newspaper, The Transvaal, declared on its front page that the town stood "on the brink of a race war."

On Wednesday night about

100 right-wing whites, many of them armed and wearing the khaki colours of the neo-Fascist AWB - demonstrated outside Welkom police station on Wednesday evening. "We want blood," they yelled.

Welkom, about 300 km south of Johannesburg, has been gripped by racial tension since white vigilantes took to the streets in March to contain what they described as a rising spiral of crime.

Black community leaders, who claim the vigilantes have killed two innocent black people, retaliated by boycotting white businesses. Businessmen in turn have threatened to stop the boycott should the black-owned shops to starve out the residents of Thabong, Welkom's black township.

Although the numbers concerned are not large, there is a worry that this sort of incident could spill over into a full-scale confrontation.

White miners claim to fear for their safety when they go underground, and blacks, in turn, fear the menacing right-wing vigilante groups which have sprung up recently.

Wednesday's trouble started with a demonstration by about 80 black miners against alleged assaults by white miners on workers wearing the colours of the African National Congress (ANC).

According to a police statement, the demonstrators refused to disperse when

asked, instead attacking the mine security officials.

They retaliated with rubber bullets and 9-millimetre pistols. One of the officials was killed during the fighting. Another came upon the fighting in his car and was killed while still behind the wheel.

The deaths follow a serious deterioration in race relations in the town over the past few months. While military music has been used with black consumer power - blacks are causing considerable pain to local businesses by boycotting their stores.

A meeting of about 3,000 township residents on Wednesday evening was unanimous that the boycott should continue until the activities of the vigilante groups have been curbed.

Mr Blikkies Bilgaut, regional secretary of the (AWB), said that, if they did not receive immediate satisfaction on the question of white miners' safety, they would not hesitate to use violence to defend their own people.

With the arrival of police and army reinforcements, however, their room for manoeuvre will be limited. Right-wing groups were demanding a curfew, although local police officers said they did not have the power to enforce one.

Mr Adrian Vlok, the Minister of Law and Order, has said that the police will detain and charge any party they believe guilty of intimidation.

WORLDWIDE WEATHER

		Yday	Yday	Yday	Yday
		midday	midday	midday	midday
		°C	°C	°C	°C
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INTERNATIONAL COMPANIES AND FINANCE

Coloroll in refinancing discussions

By Alice Rawsthorn in London

COLOROLL, the embattled UK home products company, yesterday saw its shares fall by 3½p to 8½p on the London Stock Exchange after an announcement that Candover Investments, the venture capital group, was trying to put together a refinancing package to save Coloroll from receivership.

Coloroll would become a private company and receive an injection of capital to reduce its debts and meet its contingent liabilities. Coloroll's existing shareholders would be

offered shares in the new company. Their holding would probably be diluted to minority status and its value reduced to less than Coloroll's current capitalisation.

The terms of the deal - including how much money would be injected and the allocation of equity - have yet to be finalised. Coloroll would need between £150m (£245m) and £200m to wipe out its debts and liabilities.

The offer is also subject to a due diligence review of the Coloroll companies by Can-

dover, which is advised by Lazard Brothers.

Candover's discussions with Coloroll and S.G. Warburg, Coloroll's merchant bank, will include the future role of Coloroll's senior management. Mr John Ashcroft, the architect of its expansion in the late 1980s, resigned as chairman in March. Mr Eric Kirby and Mr Philip Green, finance director and chief executive respectively, have remained with the company.

Coloroll has been trying to find a new source of capital

since January. The company, which employs 8,500 people, has suffered severely from the slowdown in consumer spending and the collapse of the housing market. It has also been burdened by debt built by acquisitions.

Candover, has secured the support of three of the company's biggest institutional investors - Legal & General, Virgin Venture Managers and Scottish American Investment Managers - which have agreed to participate in its refinancing.

Bad weather puts Royal Insurance into red

By Patrick Cockburn in London

ROYAL INSURANCE, the UK composite, made a pre-tax loss of £79m (£180m) in the first quarter compared to a £45m profit over the same period last year because of losses due to bad weather worldwide of £120m.

As one of the UK's leading household insurers, Royal was severely affected by the storms and floods in January and February. Mr Ian Rushion, chief executive, said the company had so far received 390,000 claims costing an estimated £240m before reinsurance.

Despite these losses Royal's shares were up 28p to 46½p in a rising market, largely because the storm losses were no worse than expected. The company also denied at yesterday's analysts' meeting that there would be no rights issue this year.

Mr Rushion downplayed the fall in Royal's solvency margin to 44 per cent, saying that it was "more than adequate to finance our business." Royal stressed that the solvency had been depressed by the purchase of assets abroad.

The company's US business, considered Royal's most vulnerable point, produced a loss of £20m in the first quarter against £14m the year before. The company says it will have its losses this year from stronger reserves, the elimination of unprofitable business and an overall improvement in US property/casualty rates.

Mr Rushion emphasised that, aside from storm losses, the UK market was increasingly competitive. The increases in motor premiums are not keeping pace with the cost of claims.

However, Royal was uncertain about the impact of weather losses on the rates for household insurance, where the company is a market leader.

Speaking of rates for buildings insurance, Mr Peter Duerden, managing director of Royal Insurance (UK), said: "The January and February storms in themselves do not worry us. But if the weather pattern itself is changing we must take account of it."

Nobel to pay SKr1.9bn for Stora's chemicals business

By Robert Taylor in Stockholm

NOBEL Industries, the Swedish armaments and chemicals group, is to pay SKr1.9bn (£322m) for Stora Kemi, the process chemicals division of Stora, Europe's largest pulp and paper company.

Stora Kemi will be absorbed into Nobel's Kemi pulp and paper chemicals business. The purchase will lift Nobel's turnover in pulp and paper chemicals production from SKr2.7m to SKr4.6m, and boost its share of the group's activities to about 15 per cent.

Six years ago Nobel's turn-

over in pulp and paper chemicals was SKr350m, and expansion in this area has been active. "This new purchase strengthens our position and provides us with the possibilities for further growth," said Mr Anders Carlberg, chief executive, yesterday.

Mr Carlberg said that he hoped the purchase would benefit Nobel's chemical activities, but that first and foremost it would strengthen the company in the production of environmentally friendly products, most notably in the develop-

ment of a new bleaching process for the pulp and paper industry.

Stora Kemi produces chlorine - Nobel is the world's largest manufacturer of sodium chlorate - mainly for the bleaching of pulp. It had a turnover of SKr1.3bn last year from plants in Sweden, Canada, Brazil, Norway and Chile.

For Stora, the sale of its chemicals business underlines the company's commitment to the development of its core activities in paper and pulp production.

Astra rises due to ulcer drug sales

By John Burton

ASTRA, the Swedish pharmaceutical company, reported that profits before appropriations and taxes rose by 25 per cent to SKr5.9bn (£97m) during the first quarter of 1990, matching market expectations.

Sales increased by 21 per cent to SKr2.1bn. Astra said it stood by its earlier forecast that both profits and sales would increase by 20 per cent this year.

The company said this would be primarily due to increased sales of its new ulcer drug Losec, which is challenging Glaxo's Zantac for market dominance.

Losec sales surged to SKr244m from SKr99m during the quarter.

Although Glaxo has targeted Losec for allegations concerning its safety, Astra said the drug had captured market shares of between 10 per cent and 18 per cent in France, West Germany and Spain since being introduced during the fourth quarter of 1989.

Sales of respiratory drugs, which amounted to SKr508m, slightly exceeded the SKr507m in sales for cardiovascular drugs, normally the company's biggest product group.

This was mainly due to a 49 per cent increase in sales to SKr108m for the anti-asthma agent Pulmicort.

Lufthansa plans cuts after loss

By Katharine Campbell in Frankfurt

CURRENCY exposure, high fuel prices and mounting personnel costs caused unexpectedly high losses at Lufthansa during the first three months of 1990, the German airline reported yesterday.

The loss has forced Lufthansa to adopt a DM200m (£121m) package of measures aimed at cutting expenditure and boosting revenue to bring the airline back to budget targets by the end of the year.

Unlike some European com-

petitors, Lufthansa reported increased operating profits during 1989, up 8 per cent to DM260m at group level, on a turnover that increased to 10 per cent to DM13.1bn.

The airline hopes that measures such as a hiring freeze and tariff increases will return the company at least to last year's profitability level. The recent demise of German Wings, the business airline that had tried since last April to break Lufthansa's hold on

the domestic market, will also help load factors.

Increasing capital demands will be met by leasing regular line aircraft. Lufthansa already leases charter and freight aircraft.

Mr Heinz Ruhnau, chief executive, said of German Wings: "Founding a firm on the basis of illusions is irresponsible." He said that too few aircraft, not poor slot allocations, was a major contributor to the company's failure.

Atlas Copco profits rise 18%

By Robert Taylor

ATLAS COPCO, the Swedish mining, construction and industrial equipment manufacturer, yesterday reported an 18 per cent improvement in profits (after financial items) for the first quarter of 1990 with an increase to SKr356m (£59m).

The company said sales had risen by 13 per cent to SKr3.9bn. Earnings per share increased by 43 per cent to

SKr29.50 from SKr20.80.

Atlas said profit margins would remain at 1989 levels for this year, and that they were set to rise in all three business areas: compressors, construction and mining equipment and industrial products.

The company enjoyed particularly strong sales growth in the European Community, which now accounts for 37 per

cent of turnover. It said the favourable business climate continued in North America, with slightly reduced orders only in the automotive sector.

Atlas achieved 14 per cent growth in orders for compressors to SKr1.8bn, mainly due to demand for industrial compressors and to Atlas Copco Iwata KK of Japan which started production in January.

Omni offers shares instead of dividend

By William Duiforce in Geneva

OMNI Holding, the parent company of the group controlled by Mr Werner Ray, the Swiss financier, is offering shareholders a cash or share option instead of a dividend after posting an 11 per cent increase in 1989 net profit to SFr33.5m (£23.5m).

Net consolidated earnings by

the Omni Group reached SFr102.5m, up from SFr81.1m.

Omni proposes to combine a capital increase of SFr12m through the issue of 24,000 new bearer shares with a cash or share option for shareholders. The issue would raise Omni's equity capital from SFr65m to SFr77m.

Shareholders will receive a coupon with a cash value of SFr25 for each bearer share.

For 50 coupons, the holder will be entitled to buy one new bearer share at its nominal value of SFr500. The coupons will be tradable during the term of the option expected to be nine months.

SB SmithKline Beecham

At the Annual General Meeting of SmithKline Beecham plc, held on Monday 14 May 1990 at the Grosvenor House, London, the following resolutions were approved:

POLL RESULTS

THE VOTES CAST WERE AS FOLLOWS:

RESOLUTION	FOR	AGAINST
1. Adoption of Accounts	450,015,119	1,316,422
Appointment of Directors		
2. H. Wendt	450,150,081	3,177,746
3. H. R. Collum	450,811,002	2,516,825
4. K. N. Kermes	450,798,382	2,129,445
5. Sir Robert Clark	451,240,673	2,086,927
6. Sir John Kingman	451,225,913	2,102,376
7. R. A. Pfeiffer	451,183,552	2,194,275
8. P. Jackson	450,891,447	2,438,293
9. Re-appointment of Joint Auditors	451,072,610	962,140
Special business		
10. General Authority to allot shares	413,087,201	5,834,255
11. Authority to allot shares for cash	408,656,551	10,154,924
12. Amendments to Articles of Association	414,571,948	4,160,534
13. Scrip Dividend Plan	427,964,700	7,288,748
14. Employee Share Matching Plan	425,518,992	9,895,294

Votes cast as reported by the National Westminster Bank PLC, Registrars Department, acting as scrutineers.

E U R I S

The board of Euris S.A. met on 28th March 1990 under the Chairmanship of Mr. Jean-Charles NAOIRI to review the accounts for the year ended 31st December 1989. These are summarised as follows:

In Millions of French Francs	1988	1989
Net Profit	30	37.2
Dividends	0	46.4
Group Consolidated Net Profit, (net)	not material	122.0

The Group's consolidated net profit for 1989 is not comparable to that of 1988 due to the increase in the number of consolidated companies.

Revalued net assets, using the market value of quoted stocks and the book value of unquoted stocks, amount to FRF 3.2 Bn at 30th April 1990, compared to revalued NAV per share of FRF 171. Taking into account the forthcoming exercise of warrants maturing by 31st December 1990, revalued net assets would amount to FRF 3.5 Bn.

Since the formation of the company in May 1987, net asset value per share has increased at a compound annual growth rate of 20%, compared to an average money market index of 8.8% and a yearly average rise in the CAC index of 6.6%.

During 1989 Euris acquired a number of strategic holdings and consolidated existing holdings, notably SFEF, Sofidel, Novelliance, Contimex Biorex and Intenal. Euris is now one of the largest shareholders in these groups and intends to support their plans for future growth.

Euris invested in several leveraged buy-outs in France and abroad: DF-Process, Pambidex, Incofinet and Spontex.

Euris has also expanded internationally by opening offices in the United Kingdom and Spain and by establishing a joint venture in the United States with Carlyle.

At the Annual General Meeting of the Company held on 9th May 1990, shareholders approved the distribution of a net dividend of FRF 2.50 per share, (gross FRF 3.75 per share) with shareholders being given the opportunity to take the dividend in the form of ordinary shares.

INTERNATIONAL COURIER & EXPRESS SERVICES

The Financial Times proposes to publish this survey on:

21st June 1990

For a full editorial synopsis and advertisement details, please contact:

Neville Woodcock
on 071-873 3365

or write to him at:

Number One
Southwark Bridge
London
SE1 9HL

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

EUROPEAN INVESTMENT LOCATIONS

The Financial Times proposes to publish this survey on:

5th June 1990

For a full editorial synopsis and advertisement details, please contact either

Clive Booth
on
071 873 4152

or Amanda Francis
on
071 873 3553

or write to:

Number One
Southwark Bridge
London
SE1 9HL

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

N.V. Koninklijke Nederlandse Petroleum Maatschappij

(Royal Dutch Petroleum Company)
Established at The Hague, The Netherlands

Final dividend 1989

The General Meeting of Shareholders of Royal Dutch Petroleum Company held on 17th May, 1990, has decided to declare the final dividend for 1989 at N.f. 4.40 on each of the ordinary shares with a par value of N.f. 5. The total dividend for 1989, including the interim dividend of N.f. 3.25 already made payable in September 1989, will thus amount to N.f. 7.65 per share.

In the case of holders of bearer certificates with coupons this final dividend will be payable against surrender of coupon No. 200 on or after 29th May, 1990, at the offices of:

Barclays Bank PLC,
Stock Exchange Services Department,
54 Lombard Street,
London EC3P 3AH
on business days between the hours of 9.30 a.m. and 2 p.m.

Payment will be made in sterling at the buying rate of exchange current in London at 2 p.m. on 24th May, 1990, in the case of coupons presented on or before that date, or on the day of presentation in the case of coupons presented subsequently. Coupons must be accompanied by a presentation form, copies of which can be obtained from Barclays Bank PLC.

In the case of shares of which the dividend sheets were, at the close of business on 17th May, 1990, in custody of a Depository admitted by Centrum voor Fondsenadministratie B.V., Amsterdam, this final dividend will be paid to such Depository on 29th May, 1990. Such payment will be made through the medium of Barclays Bank PLC, after receipt by them of a duly completed CF Dividend Claim Form.

Where under the double tax agreement between the United Kingdom and the Netherlands, 15 per cent Netherlands dividend tax has been withheld, the 15 per cent Netherlands tax is allowable for a resident of the United Kingdom as a credit against the United Kingdom income tax payable in respect of the dividend. The deduction of United Kingdom income tax at the reduced rate of 10 per cent instead of at the Basic Rate of 25 per cent represents a provisional allowance of credit at the rate of 15 per cent.

Where appropriate, the usual affidavit certifying non-residence in the United Kingdom will also be required if payment is to be made without deduction of United Kingdom income tax at the basic rate.

The Hague, 18th May, 1990.
THE BOARD OF MANAGEMENT

Raiffeisen Zentralbank Österreich Aktiengesellschaft

RZB - Austria
(until October 2nd, 1990: Österreichische Zentralbank Aktiengesellschaft)

U.S. \$100,000,000
Perpetual Floating Rate Subordinated Notes
For the six months 16th May, 1990 to 16th November, 1990 the Notes will carry an interest rate of 9.8% per annum with a coupon amount of U.S. \$23.61 per U.S. \$100,000 Note, and U.S. \$23.61 per U.S. \$100,000 Note, payable on 16th November, 1990.

Bankers Trust Company, London Agent Bank

CAISSE AUTONOME DE REFINANCEMENT

USD 100,000,000 - TV - 1990/1995

Borrowers are hereby informed that the rate applicable for the first interest period has been fixed at 8.4644 %.

The coupon of 1 will be payable at the price of USD 4,236.22 on November 15th, 1990, representing 184 days of interest, covering the period from May 15th, 1990 to November 14th, 1990 inclusive.

The Reference Agent
Principal Paying Agent
CREDIT LYONNAIS LUXEMBOURG

£150,000,000

HMC MORTGAGE NOTES 5 PLC

Class A

Mortgage Backed Floating Rate

Notes due July 2030

For the Interest Period from May 16, 1990 to July 16, 1990 the Note Rate has been determined at 15.4% per annum.

The interest payable on the relevant interest payment date, July 16, 1990 will be £2,573.70 per £100,000 nominal amount.

By: The Chase Manhattan Bank, N.A.
London, Agent Bank
May 18, 1990

£7,500,000

HMC MORTGAGE NOTES 5 PLC

Class B

Mortgage Backed Floating Rate

Notes due July 2030

For the Interest Period from May 16, 1990 to July 16, 1990 the Note Rate has been determined at 16.125% per annum.

The interest payable on the relevant interest payment date, July 16, 1990 will be £2,894.86 per £100,000 nominal amount.

By: The Chase Manhattan Bank, N.A.
London, Agent Bank
May 18, 1990

Banque Indosuez US Dollar 150,000,000 Subordinated FRN due 1998

Notice is hereby given pursuant to the terms and conditions of the notes that for the six month period from May 15th 1990 to November 15th 1990 the notes will carry an interest of 9.20% per annum.

On November 15th 1990, interest of US Dollar 235,111.11 will be due per US Dollar 5,000,000.00 note for coupon No.5.

Banque Indosuez Luxembourg

Fiscal & Agent Bank

INTERNATIONAL COMPANIES AND FINANCE

Pirelli performance put to the test

Haig Simonian with the second in a series on the world's tyre makers

THE world's big tyre manufacturers have seen their equity slump as they grapple with chronic overcapacity and cut-throat competition, which has sliced margins, especially in the original equipment market for new car tyres.

Since being floated on the Amsterdam Stock Exchange at £1.54 a share last June, stock in Pirelli Tyre Holding (PTH), the tyre subsidiary of Italy's tyre and cables concern, has plummeted to £1.28.

Despite a rise in net profits to £1.26m (£112m) last year from £1.15m in 1988, the figures for PTH's first year as an independent company since being spun off reflects the problems it faces.

PTH has suffered particularly heavily. "Our shares were punished to an extent that seems excessive," says Mr Ludovico Grandi, its chairman. "The inherent value of our stock is substantially higher than at present."

Optimism that PTH's equity can bounce back in the short term is probably misplaced, given flat earnings prospects and problems in the US and Brazil. Mr Grandi admits this year's earnings are likely to be little better than in line with 1988, "plus or minus 5 per cent."

Nevertheless, PTH, which is the world's fifth biggest tyre producer, seems better placed than some counterparts to survive the difficult circumstances.

Although Mr Grandi admits that last year's results were below expectations, PTH stresses that its performance was appreciably better than most competitors.

Once again, the group's predominance at the premium end of the market - notably the fat, low profile steel-braced radials for higher performance cars - protected it from some of the worst competition.



Ludovico Grandi: "Our shares were punished"

As a result, the company, which lifted turnover by 12.6 per cent to £1.67bn last year, is forecasting an increase of over 5 per cent in tyre sales this year, against the 1 per cent expected for the market as a whole.

Sales are up 6 per cent by value and around 7.8 per cent by volume in the first three months of this year.

However, PTH still faces an uphill task, bringing profits to the level it would like. It is committed to distributing 40-50 per cent of earnings as dividend in line with the commitment made on flotation. There-fore borrowing will have to remain high to finance its £1bn four-year investment programme aimed at improving productivity and cutting costs.

Some \$50m of the \$250m annual investment budget is being allocated to expand and modernise Armstrong Tyre, the US tyre manufacturer bought for \$190m in May 1988.

Pirelli Armstrong Corporation, the new name for the US tyre activities, has shifted into profit after trading in the red in 1988, says Mr Grandi. Moreover, the group has moved "a good step towards improving margins towards

the normal Pirelli level." Armstrong already ranks second after Goodyear in agricultural tyres, with over 20 per cent of the market. PTH, however, hopes its new investment will help lift Armstrong's US-made car tyres to the up-market niche the parent company occupies in Europe. The \$200 tyre, specially designed for the US, is already "proving very successful," says Mr Grandi.

Such an investment programme, however, doesn't come cheaply. Interest costs jumped to £1.13m from £1.55m in 1988, in spite of the £1.68m proceeds of the PTH float, which helped to reduce loans by £1.32m. Net debt will fall this year, but financial charges costs will remain high due to higher interest rates.

Funds are also being channelled into additional working capital. Mr Giuseppe Ferrari, finance director, denies the continued rise in working capital reflects inefficient production or lax financial control.

With raw material prices broadly stable last year, last year's 10 per cent rise in total operating costs largely reflected increased volume. Higher labour costs were mainly absorbed by growing sales figures, he says.

Although working capital is going up at a slower rate than production, Mr Ferrari says the group will still need more cash in the system to match the higher production levels forecast this year.

Meanwhile, the focus is on new products to protect PTH's position. Unlike Continental, its slightly bigger West German rival, PTH has kept to one side in the heated debate on run-flat tyres.

Mr Grandi said one of their products was a normal tyre with some run-flat qualities. The product has been tested with German car manufactur-



ers. "But the initiative will have to come from them," he says. A car equipped with run-flat tyres needs a warning device to tell the driver a tyre is flat - something that is not necessarily noticeable at speed. The snag is that the basic price of such a device is between \$100 and \$150 - and it could cost the motorist three as much.

PTH is aiming to grow internationally, particularly in eastern Europe, where it has an accord with the Soviet authorities for a 30 per cent stake in a new plant capable of producing 5m tyres a year. It is also in talks with Taurus, the Hungarian tyre group.

"It is one of the companies with which we are discussing possible joint activities," says Mr Grandi, who also points to prospects in Poland and Czechoslovakia.

Further acquisitions in the US or western Europe, however, are not on the cards. "We feel that our US operation is the right size now," Mr Grandi says. Although PTH is talking to Vredestijn, the Netherlands-based tyre manufacturer in which the Dutch Government has 47 per cent stake, it does not plan a bid.

"However, we are looking to see if there is some possible collaboration," he says.

CIGNA Corporation

has acquired

EQUICOR - Equitable HCA Corporation

from

The Equitable Life Assurance Society of the United States

and

Hospital Corporation of America

We assisted in the negotiations and acted as financial advisor to The Equitable Life Assurance Society of the United States and Hospital Corporation of America.

Donaldson, Lufkin & Jenrette

May, 1990

US stores settle court battle

By Martin Dickson in New York

THE GROWTH in state-level hurdles to takeovers in the US was underscored yesterday when American Stores, the country's biggest supermarket chain, settled an 18-month anti-trust battle with the state of California by agreeing to dispose of 161 outlets.

The agreement follows a ruling against American Stores last month by the Supreme Court, in a judgment which will have widespread repercussions on the conduct of US takeovers. The court ruled that states or private citizens could take court action to overturn mergers on competition grounds - even if these had been approved by the Federal Trade Commission.

This cleared the way for California to challenge the 1988 \$2.5bn takeover of Lucky Stores, the largest supermarket chain in the state, by Ameri-

can Stores, which owned Alpha Beta, the fourth largest.

Although the FTC had approved the deal, California argued it would severely diminish competition. A court order forced American Stores to operate the two chains independently, pending a resolution of the dispute. This had reduced the takeover's profits potential.

American Stores said yesterday it had agreed to a settlement with California to avoid the continued court of a protracted legal battle. The settlement involves it selling 161 of Alpha Beta's stores in southern California over the next five years, retaining just 15 which will be converted into Lucky outlets.

In northern California, where Alpha Beta had relatively few outlets, approval was given in November for the

chains to merge their operations. Under its original deal with the FTC, American Stores agreed to divest just 97 outlets.

The company said it expected to get full value for the stores being sold, which had net earnings of \$32.5m last year, on sales of \$1.8bn. About two thirds of them had recently been updated.

The agreement does not restrict American Stores' growth in the state or require the California Attorney General to approve the buyer, price or terms of the outlets' sale.

The Supreme Court's ruling opens the way for state attorneys general across the US to challenge mergers on anti-trust grounds at a time when legislatures have been increasingly active in passing legislation making hostile bids more difficult to mount.

Pathé sued over UA film rights

By Alan Friedman in New York

MR GIANCARLO Parretti, the controversial Italian financier whose Pathe Communications has made a big name for itself for MGM/UA, the Hollywood studio, yesterday shrugged off as a mere nuisance a lawsuit against Pathe and Time Warner alleging the MGM transaction would violate a series of film production contracts.

The suit has been filed in a federal court in New York City by Mr Alberto Grimaldi, an Italian producer who made several films for the United Artists division of MGM/UA, including The Good, The Bad and The Ugly and Fellini's Satyricon.

Mr Grimaldi's suit alleges the deal, by which Pathe would acquire MGM/UA, and then receive from Time Warner \$650m in guaranteed bank loans in exchange for the rights to distribute the United Artists film library, would violate licensing and distribution terms of his own contracts with UA.

The suit also alleges the terms of the Time Warner-Pathe-MGM/UA distribution deal would not permit MGM/UA to stay in business because there would be insufficient funds to operate the UA studio. Time Warner receives cash flow on the repayment of its \$650m loan guarantee.

In New York, Time Warner said the media and entertainment giant did not comment on pending suits. In Rome, Mr Parretti dismissed the Grimaldi lawsuit as a nuisance, claiming Mr Grimaldi's lawyers did not realise the action could be blocked under Californian law restricting actions that might interfere with a takeover transaction that is under way.

Mr Ronald Taft, counsel for Mr Grimaldi, replied that the lawsuit "does not violate any Californian laws."

Meanwhile, Mr Parretti said Pathe yesterday made its third \$50m payment of a security deposit on MGM/UA.

The tender offer has been extended twice, but Mr Parretti said he expected the deal to close, as scheduled, on June 7.

Slimmed-down Control Data confronts an uncertain future

By Alan Cane

CONTROL Data Corporation (CDC) used to stand for supercomputers and the most advanced magnetic memory that money could buy. In recent years, it has also come to mean yet another computer company in trouble feverishly looking for ways to staunch losses which have grown to \$1.5bn over five years.

Today, with its supercomputer business abandoned and its finance business and disk-drive operations sold to new debts, CDC's future is uncertain.

Mr Lawrence Perlman, president and, since last December, chief executive, can still manage a grim smile. "I feel more comfortable today than I have for a long time."

Mr Perlman, 51, has built a reputation for careful house-keeping since joining the company in 1980. Under his direction, overhauls have been slashed. The company has only 18,000 employees today, compared with 34,000 at its peak. There are 250 corporate staff, down from 780 two years ago and 3,000 in 1985.

Slashing the ETA supercomputer operation saved at least \$100m a year in research and



Lawrence Perlman: "I feel more comfortable today"

development costs. Mr Perlman is unsentimental about its demise. "We spent too much on ETA and concentrated too much attention on it. And our technology was not that advanced."

Now the company is concentrating on its two main businesses, mainframe computers and technology based data services. Each has sales of about \$1bn. Its Arbitron subsidiary is testing a new optical method of

detecting the presence of viewers during television shows.

It also includes Automated Wagering, a lottery systems company, which has won a contract from Golden Gate to operate the new Skill-ball computer competition.

Mr Perlman says all the businesses traded profitably in 1989, except Microgenosis which builds dealer-room trading systems.

Mr Perlman is frank about where the company went wrong. "We lost our focus on the business and tried to do too many things. We overestimated our capacity to manage diverse businesses. We did not work hard enough at servicing our existing customers." He says he was shocked to discover that some customers had not been visited for years.

The first-quarter results published this month looked encouraging, showing pre-tax profits of \$11m on sales of \$176m, against \$10.8m on \$472m the previous year.

CDC remains a company of parts. Mr Perlman accepts that his real test is to create a whole which is greater than the sum of those parts.

Campbell Soup advances

By Karen Zagor in New York

CAMPBELL SOUP, the big US maker of canned soups and other processed foods, yesterday reported improved third-quarter profits and sales.

Net income for the three months ended April 29 rose 25 per cent to \$54.5m or 42 cents a share, from \$43.5m or 34 cents a share earlier. Sales grew to \$1.55bn from \$1.45bn.

For the first nine months, net earnings advanced 17 per cent to \$242.8m or \$1.87, from \$207.8m or \$1.61 a year ago, on sales ahead to \$4.77bn from \$4.37bn.

The company reported moderate growth from its main US business, with a 10 per cent gain in operating profits to \$91.5m.

Operating profits from Campbell's overseas operations leapt 45 per cent to \$18.7m.

The company attributed this to bottom-line improvements in Argentina. However, earnings were weak from the frozen food business in the UK and its European biscuit operations.

Navistar plunges by 77%

By Martin Dickson

NAVISTAR International, the largest US truck manufacturer, yesterday reported a 77 per cent drop in second-quarter net income as the uncertain outlook for the US economy continued to cut into sales.

Mr James Cotting, chairman, said the main factor affecting the figures was an industry-wide decline in retail sales.

Navistar, known as International Harvester before it sold its agricultural machinery operations, reported second-quarter net income of \$8m, or 1 cent a share, on sales and reve-

nues of \$1.02bn, against income of \$36m, or 11 cents a share a year ago, on sales of \$1.13bn.

For the first half of the year, the company reported a net loss of \$10m, or 10 cents a share, on sales and revenues of \$1.91bn, against net income of \$72m, or 23 cents a share, from sales of \$2.15bn in the same period of 1989.

Medium and heavy truck sales across North America dropped 12 per cent, totalling 71,000 units. Navistar's deliveries were down 10 per cent at 22,000.

TO THE HOLDERS OF 43,000,000 Warrants to purchase Ordinary Shares of The Hongkong and Shanghai Banking Corporation Limited (the "Warrants")

Pursuant to Section 8 of the Warrant Agreement and Deed Poll between Salomon Inc. and Morgan Guaranty Trust Company of New York as Warrant Agent, Notice is hereby given that:

- On May 8, 1990 at the Annual General Meeting a capitalisation issue of shares was approved in the proportion of 1 new share for every 10 held on May 2, 1990.
- As a result of the above, the number of shares per Warrant has been adjusted in accordance with the terms of the Warrants so that upon exercise of one Warrant the holder thereof is entitled to receive 1.1 shares.

Morgan Guaranty Trust Company of New York, Warrant Agent, is hereby notified.

First Union Corporation
U.S. \$150,000,000
Floating Rate
Notes due 1996

The rate of interest per annum on First Union Corporation's U.S. \$150,000,000 Floating Rate Notes due 1996 for the interest period beginning 15th May, 1990, and ending 15th August, 1990, will be 16th August, 1990. The amount of interest payable for such interest period on each \$10,000 principal amount of the Notes will be \$217.22.

Bankers Trust Company, London Agent/Bank

CASSA DI RISPARMIO DELLA PROVINCIA LOMBARDE
ECU 15,000,000
6% DEPOSITARY RECEIPTS DUE 1996 (THE "RECEIPTS")

Notice is hereby given to the holders of the above-mentioned Receipts that all the Receipts not deemed previously valid will be repaid on June 15, 1990. The above Receipts are submitted at par and will not bear any interest after the above mentioned date. They are to be presented at the office of either of the following Paying Agents:

Principal Paying Agent: Banque Paribas Lombard
Paying Agent: Morgan Guaranty Trust Company of New York, New York, New York

Outstanding interest after June 15, 1990: nil

BANCA COMMERCIALE ITALIANA

Joint Stock Company - Head Office in Milan, Italy
Capital Stock: 1,000,000,000,000 - Registered Office: 2776 - Milan Court
Capital Stock: 1,000,000,000,000 - Statutory Reserve: 1,000,000,000,000
Bank of National Credit

POSTPONEMENT OF SHAREHOLDERS' MEETING

Shareholders are hereby informed that because the ordinary Shareholders' meeting could not be held at first summons due to an incomplete quorum, it will now be held at second summons on May 25th 1990 at 10 a.m. in Milan, Piazza Belgioioso 1 as specified in the previously published meeting notification.

Pargesa Holding SA

GENEVA

Notice is hereby given to shareholders of an ORDINARY SHAREHOLDERS' MEETING to be held on Friday, June 1, 1990, at 11.30 a.m. at the Head Office of

BANQUE PARIBAS (SUISSE) S.A.
2, place de Hollande - Geneva (Switzerland)

TO CONSIDER THE FOLLOWING ITEMS:

- Report of the Board of Directors, presentation of the financial statements for the fiscal year ended December 31, 1989, and Auditors' report.
- Discussion, approval of said reports and proposals to allocate the net profit.
- Release and discharge of the Board of Directors.
- Elections.
- Election of the Auditors.

Shareholders may obtain entry cards to the Shareholders' Meeting at the BANQUE PARIBAS (SUISSE) S.A., UNION DE BANQUES SUISSES and CRÉDIT SUISSE from May 21 to 31 until noon, by depositing their shares or a receipt for such deposit with another bank.

The Annual report, including the income statement, the balance sheet, the Auditors' report and the proposals by the Board of Directors regarding the allocation of the fiscal year's net profit is available to the shareholders at the Head Office and subsidiaries of the aforementioned banks.

Geneva, May 18, 1990

For the Board of Directors

G. Eskénazi
Chairman

S. Tapernoux
Secretary

Notice to Noteholders

SEK

AB Svensk Exportkredit
(Swedish Export Credit Corporation)

Up to U.S. \$100,000,000 20 per cent.
Fixed U.S. Dollar Energy Linked Securities (FUELS) due 1990 of which U.S. \$50,000,000 is being issued as an initial tranche

NOTICE IS HEREBY GIVEN that in accordance with Condition 4(b) of the Terms and Conditions of the Notes, the Redemption Amount payable upon the maturity date on May 18, 1990 in respect of each U.S. Dollars 1,000 original principal amount of each Note will be U.S. Dollars 1,000.

Bankers Trust Company, London
May 18, 1990

Agent Bank

E200,000,000

MFC Finance No.1 PLC

Mortgage Backed Floating Rate Notes Due October 2023
In accordance with the Terms and Conditions of the Notes, notice is hereby given that the new interest rates and periods in respect of the subject Notes are as follows:-

Payment Date	Rate %	Payment Date	Rate %
Series A 2 May to 1 June 90	15.475	Series D 8 May to 8 June 90	15.395
Series B 3 May to 3 June 90	15.465	Series E 10 May to 10 June 90	15.385
Series C 4 May to 4 June 90	15.455	Series F 11 May to 11 June 90	15.375

By: Citibank, N.A. (CSBI Dept.)

10 May, 1990

CITIBANK

SIEMENS

Information for Siemens shareholders

Successful first half: boom in international orders

In the first half of the current financial year (1 October 1989 to 31 March 1990) Siemens recorded increases in new orders, sales, and earnings. The restructuring of The Plessey Company plc, Ilford, acquired in a joint takeover with Britain's GEC, was concluded during

the same period. Shortly after the close of the second quarter, Siemens' participation in Nixdorf Computer AG, Paderborn, received the approval of the German Federal Cartel Office; as planned, Siemens then acquired the majority of Nixdorf's common stock.

New orders

Siemens, comprising Siemens AG and its consolidated subsidiaries, recorded new orders worth £12,881m during the period under review; this represents a 12% increase over first-half orders for the 1988/89 financial year (£11,462m). The rise was particularly strong for international business. Here, orders increased 21% to £7,685m (1988/89: £6,377m) and accounted for 60% of the total. New German domestic orders increased just 2% to £5,196m, following the high figure in the previous year of £5,085m. Large-scale contracts were won in par-

ticular by Power Generation/KWU (for the Killingholme power plant in Great Britain), Public Communication Networks (EWSD switching systems for West Germany and International), and Transportation Systems (various international railway equipment projects).

In £m	1/10/88 to 31/3/89	1/10/89 to 31/3/90	Change
New orders	11,462	12,881	+12%
German business	5,085	5,196	+2%
International business	6,377	7,685	+21%

Sales

Siemens' worldwide sales increased 16% to £10,933m (1988/89: £9,461m). As with new orders, this figure reflects growth of just over £180m resulting from the consolidation of new acquisitions. Without this contribution, the rise in sales would have been 14%. German domestic sales, aided by a number of major projects, rose by 24% to £4,960m (1988/89: £4,009m);

internationally, the gain was 10% for a total of £5,973m (1988/89: £5,452m).

In £m	1/10/88 to 31/3/89	1/10/89 to 31/3/90	Change
Sales	9,461	10,933	+16%
German business	4,009	4,960	+24%
International business	5,452	5,973	+10%

Employees

The addition of 11,000 employees expanded the Siemens workforce to 376,000, or 3% above the total at 30 September 1989. The increment of 7,000 in our international operations resulted mainly from the integration of newly acquired companies, while the growth in Germany of 4,000 was largely due to development of the business. Personnel costs climbed 7% to £4,745m, from £4,436m in 1988/89.

In thousands	30/9/89	31/3/90	Change
Employees	365	376	+3%
German operations	227	231	+2%
International operations	138	145	+5%

In £m	1/10/88 to 31/3/89	1/10/89 to 31/3/90	Change
Personnel costs	4,436	4,745	+7%

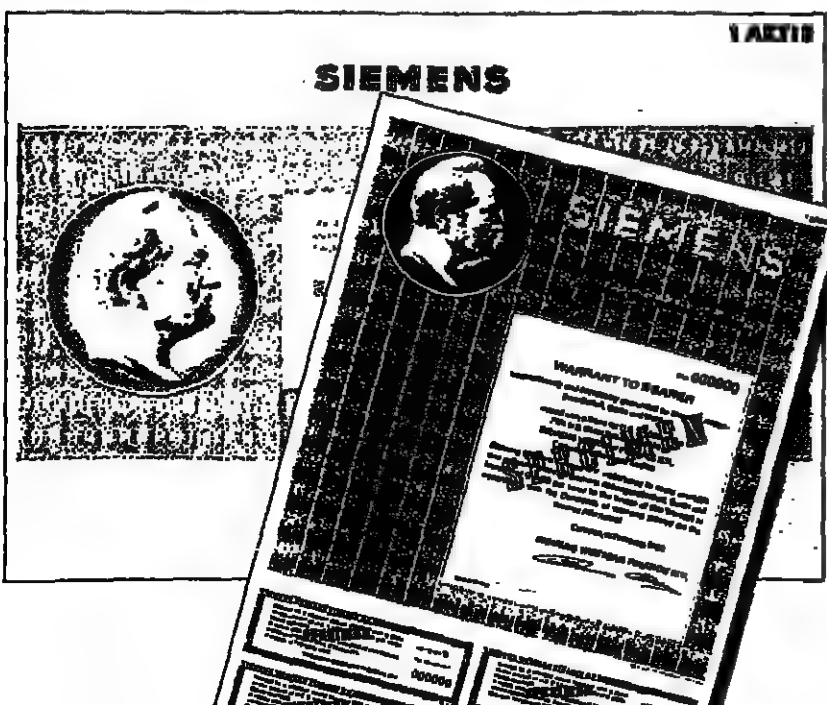
Capital spending and net income

Siemens increased its capital expenditure and investment to £1,123m (1988/89: £833m) in the first half of the current financial year. This total includes the residual payments for the joint Siemens-GEC acquisition of Plessey. The structure of The Plessey Company was announced in April. Having taken effect after the end of the year's second quarter, the purchase of a majority of the common stock of Nixdorf Computer AG is not reflected in the investment for the period under review.

Neither of the above investments affected first-half business volume or earnings. Net income after taxes rose 15% to £269m (1988/89: £234m).

In £m	1/10/88 to 31/3/89	1/10/89 to 31/3/90	Change
Capital expenditure and investment	833	1,123	+35%
Net income after taxes	234	269	+15%

All amounts translated at Frankfurt middle rate on 30/3/1990: £1 = DM 2.783.



Option period due to expire

The option period for the purchase of Siemens shares under the warrants attached to the 1983/90 bond issue expires on 31 May 1990. Until this time, the option rights may be exercised at a share price of DM 248.41 for each common share of Siemens AG of DM 50 par value. Notices must be submitted before the expiry date and, for legal reasons, cannot be honoured if received later. Because official trading in the Siemens warrants ends on 23 May 1990, holders of stock warrants are advised to contact their banks in ample time. New shares acquired for the warrants are entitled to the full dividend for the current financial year 1989/90.

Siemens AG

In Great Britain: Siemens plc.
Siemens House, Windmill Road,
Sunbury-on-Thames, Middlesex, TW16 7HS

INTL COMPANIES AND FINANCE

Westpac and NAB hit by bad debt provisions

By Kevin Brown in Sydney

WESTPAC Banking Corporation and National Australia Bank (NAB) announced sharply different interim results yesterday, but both said profits had been reduced by the impact of provisions for bad and doubtful debts caused by the Australian Government's high interest rate policy.

Westpac said its net profit was down by 8 per cent to A\$354m (US\$269.2) for the six months to March, in line with analysts' expectations. Bad debt provisions rose from A\$236m to A\$356m. NAB surprised the market with a bigger than expected rise of 6.1 per cent in net profits to A\$440m, but also increased bad debt charges from A\$144m to A\$247m.

Both banks said the business climate would be difficult in the next six months unless there was an unexpected fall in interest rates. However, Westpac forecast improved second half results. NAB said it expected its first-half performance to be maintained.

The results, together with the tone of comments from directors, helped to push the Australian Stock Exchange All Ordinaries index down 12.3 points to 1,481.6. Westpac shares fell 28 cents to A\$4.98, and NAB shares were down 4 cents to A\$6.32. Shares in ANZ Bank fell 14 cents to A\$4.98. ANZ reports next week.

Westpac said net profits would have fallen by 59 per cent to A\$156m but for abnormal profits of A\$198m following a return from a surplus on the staff pension fund. The bank said A\$179m of the charge for bad and doubtful debts was attributable to a deterioration of the loan portfolios of its merchant banking subsidiaries, which lost A\$132m during the period. Net profits from retail banking activities fell by 35 per cent to A\$222m, contributing to a fall of 71 per cent to A\$90m in overall profits from banking activities.

Profits from Australian Guarantee Corporation, the country's largest finance company, fell by A\$25m to A\$48m, partly because of provisions for bad debts and the impact of the depressed property market. However, last year's half year result included A\$14m from the sale of an insurance subsidiary.

The only real bright spot was Westpac Financial Services Group, the fund management and life office subsidiary, which increased profits from A\$4m to A\$16m.

Mr Stuart Fowler, managing director, said the first half had been "one of the most difficult periods in the bank's history." The increase in bad debts reflected the high interest rates of the past year, together with problems caused by declining asset values and falling standards of corporate

morality, he said. However, Mr Fowler said there had been some "over-aggressive lending and some slippage in our lending standards." This was being rectified.

NAB, which acquired Yorkshire Bank in the UK earlier this year for A\$2.2bn, said net profits from British Isles activities were up by 54.8 per cent to A\$124.3m. However, net profits at its Australian trading and savings banks were down by 9.9 per cent to A\$262.7m.

Net profits from finance and insurance activities were down 32.5 per cent to A\$15.4m, but other income, including merchant banking property development, and South Pacific and New Zealand activities, improved by 50.8 per cent to A\$38.9m.

The bank said the operating environment for the second half would be "demanding" as monetary policy continued to take its toll on the Australian economy and the financial sector.

Mr Nobby Clark, chief executive, said the interim performance was "acceptable, rather than 'demanding' as predicted an increase in business insolvencies as high interest rates continued to bite, and forecast that there would be no reduction in rates until September." "Unless some really good numbers start to appear where it would suggest that we really are on top of our economic problems."

Dainippon Ink boosts pre-tax profits by 10%

By Martina Gannon in Tokyo

DAINIPPON INK and Chemicals, a major Japanese producer of printing ink, had a pre-tax profit rise for the eighth consecutive year in the 12-month period to March, up 10 per cent to ¥20.3bn (\$138.4m).

Sales rose 6.6 per cent to ¥469.7bn as its three divisions — printing ink, chemicals and synthetic resins — posted steady growth, supported by an increase in domestic demand and continued firmness in the petrochemical product market.

Dainippon Ink plans to finance most of its ¥30bn capital spending programme for 1991 through bank loans, increasing its interest payment burden. It plans to provide capital for a pigments company in India and start production of synthetic resin colouring agents in Indonesia. The group aims to increase pre-tax profits by 14 per cent next year to ¥20.5bn, and targets a net income of ¥9.5bn.

The unrelated Dai Nippon Printing, Japan's largest printing company, lifted its consolidated pre-tax profit 11.6 per cent to ¥71.1bn in the year to March. AP-DJ adds.

Net profits for Dainippon Ink climbed 17.3 per cent to ¥34.7bn. Sales were at ¥566.8bn, a 5.5 per cent increase. A ¥10 total dividend matched the previous year.

The company said sales rose on the strength of continued vigorous domestic economic expansion. It predicted that sales for the current year would rise to ¥71.025bn. Pre-tax profits are seen climbing to ¥75.5bn while net profits are expected to reach ¥38.5bn.

Record result for Toray

TORAY INDUSTRIES, Japan's largest producer of synthetic fibres and leather, reported a 6 per cent rise in consolidated pre-tax profit to a record ¥55.36bn (\$365.7m) in the year to March. AP-DJ reports from Tokyo.

Net income surged 83 per cent to ¥31.4bn, or ¥28.65 a share from ¥12.59. This stemmed from unusually high extraordinary profits such as sales from capital assets.

Directors recommended a year-end dividend of ¥4.5 in addition to the interim dividend of ¥3, compared to a ¥6

total the previous year.

Turnover dipped 0.7 per cent to ¥549.1bn. The company attributed this to a change in accounting policy. It previously included transactions with subcontractors but has now decided to register these as short-term debt.

Sales of fibres and textiles, at ¥302.4bn, were down 3.8 per cent. Plastics declined 1.3 per cent to ¥160.9bn but smaller sectors rose.

In the current year, Toray sees sales rising to ¥590bn, pre-tax profit to ¥77bn and net income to ¥28bn.

JAPAN'S BIG FOUR SECURITIES HOUSES								
	Nomura ¥bn	change	Daiwa ¥bn	change	Nikko ¥bn	change	Yamaichi ¥bn	change
REVENUES	988.2	-2.0%	500.1	+4.7%	500.8	+6.5%	573.5	+7.9%
Commissions	662.9	-2.0%	487.2	+1.3%	494.5	+3.6%	487.1	+5.9%
Warrant trading profits	107.4	+37.5%	58.6	+50.9%	22.3	-22.5%	37.8	+75.4%
PRE-TAX PROFITS	488.9	-1.0%	513.1	+0.3%	250.4	+1.6%	253.7	+7.9%

Companies are with consolidated figures for the six months to March 1990

Warrants trading lifts Nomura

By Stefan Wagstyl and Martina Gannon in Tokyo

JAPAN'S big four securities houses have reaped bumper profits from trading Eurodollar equity warrants, which are issued by Japanese companies and sold mainly to Japanese investors.

In the boom which spanned the first nine months of their latest financial year to March, Nomura gained the most. Over the year it made ¥107.4bn (\$709.8m) from warrants, or 22 per cent of its total pre-tax profit. Nikko fared worst, recording a 22.5 per cent decline to ¥22.3bn. The company said there was no particular reason for this. "Other traders did better."

Nomura suffered a 16 per cent decline in commission income from broking equities, compared with single-digit declines at the other large companies. Rival brokers said this was due mainly to the fact that Nomura in the early part of this year committed itself to selling large-capitalisation shares. When the market plunged, trading volume in these stocks fell particularly heavily.

Nomura said it was too early to comment since it had not had time to analyse its competitors' results.

Other figures show Nomura's continuing strengths — it made a profit from bond trading despite a sharp fall in Jap-

anese bond prices earlier this year, while the other three companies made losses. Its warrant trading profits highlight its ability to dominate new business areas.

Also, yesterday's unconsolidated figures exclude profits from overseas operations, including New York and London, which are much larger for Nomura than for other houses. Net profits were: Nomura ¥218.7bn (up 5 per cent), Daiwa ¥146.0bn (up 11.4 per cent), Nikko ¥130.1bn (up 18.3 per cent) and Yamaichi ¥98.0bn (up 6.5 per cent). The respective annual dividends are ¥15, ¥14, ¥12.50 and ¥13.50.

Eight of the country's 10 second-ranking securities houses meanwhile suffered pre-tax profit declines due to increased financing costs and bond trading losses.

Sharp falls on the stock and bond markets contributed to the total combined revaluation losses of securities holdings of ¥37.2bn, compared with the ¥4.8bn of the previous irregular six-month period to March 1989.

The average decline in revenue from brokerage commissions was 2.9 per cent lower than in the year to September 1988, except for Sanyo Securities which showed a 5.7 per cent increase.

The biggest drop was

recorded by New Japan Securities, the largest broker after the big four, which was 8.3 per cent lower than in the full year to September 1988. It had pre-tax profits of ¥70bn, compared to the previous six-month total of ¥20bn.

The company reported a stock appraisal drop of ¥6.5bn and a loss on bond trading of ¥4.6bn. Its net profits totalled ¥22.4bn, compared to the ¥12.8bn of the previous half year term. Total revenue amounted to ¥207.1bn, after ¥101.5bn in the previous irregular six month period. Annual dividend per share was ¥10.

Nippon Kangyo Kakumaru Securities, affiliated with Daiichi Kangyo Bank had pre-tax profits of ¥44.1bn, down 21.5 per cent on the year to September 1988. Wako Securities recorded pre-tax profits of ¥47.7bn, down 6.9 per cent on the same basis, with net income of ¥22.9bn, down 5.5 per cent.

The pre-tax profits of Sanyo Securities were 2.6 per cent lower than in the year to September 1988 at ¥47bn. The company had net income of ¥21.7bn, down 6.8 per cent on the same basis. Its annual dividend per share was ¥12.5. Of the second-tier brokerage houses, only Okasan Securities and Kokusan Securities showed pre-tax gains.

By Stephen Fidler in London and Janet Bush in New York

Crédit Agricole (Deutschland) Aktiengesellschaft Manufacturers Hanover Bank GmbH Yamachi International (Deutschland) GmbH

would involve a specialist taking on the function of making a market in an option and being responsible for market discipline in that option. The specialist receives payment for handling orders and would have the advantage of seeing the public order book.

INTERNATIONAL CAPITAL MARKETS

Delayed World Bank issue benefits from firmer tone

By Deborah Hargreaves

THE World Bank tapped the Euro market yesterday with a much-debated issue of Ecu bonds which benefited from a firmer tone in the West German and French fixed income markets. The issue was widely rumoured to appear in the market on Wednesday, but was delayed amid volatility on the government bond markets and in anticipation of a more favourable swap rate.

The issue of Ecu125m bonds carried a 10% per cent coupon and found strong demand in a market which still had a taste for 5-year Ecu paper after British Telecom's Ecu100m on Wednesday. The World Bank had been in a debate on Wednesday about whether to reopen an existing issue in the market or launch a new set of bonds.

In the end a good swap opportunity presented itself late yesterday and the deal was swapped into floating-rate D-Marks, although it was a smaller issue than first mooted. The bonds were held in syndicate for just 40 minutes, after which they were trading well inside their fees at less 1.55 bid and 1.50 offered.

The issue of Ecu bonds for

British Telecom saw strong trading volume yesterday and closed at a yield of 10.28 per cent excluding its full fees. Against this issue, the World Bank was offering some yield pick-up when it was launched at a yield of 10.43 per cent excluding its fees.

A recent opening-up of the Eurodollar market continued yesterday when a German institution brought an issue of \$300m bonds as part of a fixed-price reoffering which received

INTERNATIONAL BONDS

a warm welcome.

The Alliance für Wirtschaft International Finance brought an unwrapped deal to the market which paid a coupon of 9% per cent, offering a yield pick-up at issue of 50 basis points over the relevant 5-year Treasury bond. The issue was trading at a level of 99.56 to 99.58 last yesterday.

A \$150m floating rate note for Nationwide Anglia building society was issued at what syndicate managers considered a realistic price - paying

3-month Libor plus 10 basis points.

The building society had been keen to have a deal well received by the market after an issue of bonds flopped earlier in the year after being brought to the market on extremely tight pricing of 3-month Libor plus 1/2.

The deal met with strong UK-based demand and was trading on a bid of 99.80. The euphoria died out in the Swiss market yesterday, but there remained steady retail demand for new issues.

The Euroclearing issue for Finnish Export Credit which was aimed closely at retail customers as its 16 per cent coupon indicates, exploited a pocket of short-term demand. The deal which offered a far less attractive real yield of around 14.66 per cent than an initial glance would indicate, was also believed to have found a good arbitrage opportunity between the short sterling futures contract and the cash market.

NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Coupon %	Price	Maturity	Fee	Book runner
SWISS FRANCE	150	7 1/2	101	2000	n/a	Banca del Gottardo
FINLAND	150	16	101.75	1991	1/2	Marshall Lynch
FINLAND	150	16	101.75	1991	1/2	Marshall Lynch
FINLAND	150	16	101.75	1991	1/2	Marshall Lynch
FINLAND	150	16	101.75	1991	1/2	Marshall Lynch
FINLAND	150	16	101.75	1991	1/2	Marshall Lynch
FINLAND	150	16	101.75	1991	1/2	Marshall Lynch
FINLAND	150	16	101.75	1991	1/2	Marshall Lynch
FINLAND	150	16	101.75	1991	1/2	Marshall Lynch
FINLAND	150	16	101.75	1991	1/2	Marshall Lynch

DB bases M&A operation in London

DEUTSCHE Bank, West Germany's largest financial institution, yesterday announced it was placing its domestic mergers and acquisitions activities into a new entity to be run from London, writes Katherine Campbell in Frankfurt. The widely expected move is part of a restructuring following the acquisition of Morgan Grenfell, the UK merchant bank, at the end of last year.

DB Morgan Grenfell, the new entity in Frankfurt, will thus be in charge of Deutsche's M&A business worldwide, with a presence in the difficult German market, where the UK bank has hitherto done little. It will build on the strengths of Deutsche's existing M&A subsidiary, and be integrated into an international business following the "successful Anglo-American principles," it will be headed by Mr Rolf Betz,

previously a deputy director in Deutsche's new issue department. He will in turn report to Mr John McLaren, a Morgan Grenfell director, who will assume responsibility for M&A in Germany from London. Mr Bodo Buchs, who developed DB Mergers & Acquisitions from scratch into Germany's leading M&A vehicle with a staff of 16 and fee income of DM22m last year, is leaving the bank in June.

Eurobond houses aim for a few dollars more

Andrew Freeman on methods of adapting to the end of easy money in Euromarkets

In the days of easy money, Eurobond houses were not bothered about a few dollars more. As they made good profits on their trading desks, they were unconcerned by potential losses in less glamorous areas.

Now that has changed. The flow of profits from the front office has become sporadic. The back office and securities houses have focused their attention on maximizing the efficiency of their back offices.

One area where considerable effort has been expended is in the management of funding positions within the two leading international clearing houses, Euroclear and Cede.

The largest securities houses have sophisticated operational systems linking trading desks with settlement procedures so that the Euroclearing issue for Finnish Export Credit which was aimed closely at retail customers as its 16 per cent coupon indicates, exploited a pocket of short-term demand.

The deal which offered a far less attractive real yield of around 14.66 per cent than an initial glance would indicate, was also believed to have found a good arbitrage opportunity between the short sterling futures contract and the cash market.

In addition, it uses a system to allocate the precise cost of funding to traders in the front office. Individual dealer's interest exposure and costs are measured daily and they benefit if their trading positions do not cause funding problems.

These measures are on top of the basic procedures adopted by most users of the two clearing houses. As Mr Peter Goodley of Hambro Bank says: "We are all working to avoid long positions." In other words, no one

responds to client demands for more flexible and competitive products.

Both, however, attract widespread criticism from market-makers and trading houses for the spreads they pay on balances. One operations manager describes the rates as "appalling."

A good illustration of the way the big houses try to avoid funding costs is the recent growth of an unofficial repurchase business between users.

But the main hurdle to be negotiated is the different classes of currency within the system.

So-called class A currencies (the US and Canadian dollar, Ecu and Belgian franc, with sterling from July) allow same-day pre-advice and payment - they can be squared off daily, so controlling balances is relatively straightforward.

"We run almost no overdraft in these currencies," says Mr. Willing.

On new issues in particular, securities houses go to some lengths to avoid problems caused by the bridge, splitting their allotments of bonds between the two systems and trying to match trades without crossing the bridge.

However, many Cede clients are custodian banks and investment funds for which funding questions are less urgent than their trading counterparts in Euroclear. Cede does have some advantages.

For example, it pays interest on credit balances in all markets, whereas some balances in Euroclear earn no interest.

Clearers make considerable profits on clients' funding balances and have responded to demands for more competitive products. They attract criticism for the spreads they pay on balances. One operations manager describes the rates as "appalling."

wants to have a positive credit balance within Euroclear or Cede.

The reason is simple. The clearer's interest rates on credit balances are well below the rates available on the money markets. A securities house which has borrowed money at market rates to fund a trading position will lose substantial amounts if it then lends that money to one of the clearers at a lower rate of interest.

By contrast, overdraft charges, although expensive, are not so far from market rates and houses prefer to use their credit facilities. Cede's overdraft system is more attractive because it works on monthly rather than daily interest.

By selling their balances or overdrafts to each other for repurchase, houses can split the spreads between lending and borrowing funds.

For historical reasons, most of the big trading houses book all or the bulk of their business through Euroclear which proposes settlement overnight. Its system is designed to allow efficient cash management, but users have to do much of the legwork themselves.

Avoiding credit balances involves bringing back-office staff to work well before the start of the trading day to evaluate the reports generated overnight by Euroclear.

By contrast, class B (currently the French franc and sterling) and class C currencies (which include the Australian and New Zealand dollar, D-Mark and yen) do not allow same-day dealing and houses have to plot their likely exposure or requirements forward.

This is much riskier because of the danger that trades will fail to settle, throwing off calculations and resulting in unexpected balances. For houses with large retail balances, this is a major problem.

Cash management for Cede users is more difficult, partly because it currently processes its settlements during the day. The reporting difficulties caused by the electronic bridge link with Euroclear, involving back-valuations and compensation for some lost interest payments.

Eastern Europe bank borrowings rise significantly

By Stephen Fidler, Euromarkets Correspondent

EASTERN Europe's borrowings from international banks rose significantly in the fourth quarter of last year, according to statistics published today from the Bank for International Settlements (BIS). The Bank-based central bank's bank, covering banks in the Group of 10 countries and other important European and offshore centres, showed bank assets in eastern Europe rising to \$97.61bn at the end of last year from \$81.83bn at the end of September.

The figure stood at \$97.02bn at the end of 1988. The figures show a continued increase in Soviet borrowings, which ended the year at \$44.39bn, compared with \$36.82bn at the end of 1988. Borrowing by East Germany increased significantly in the fourth quarter, rising by an exchange-rate adjusted \$908m to \$17.09bn at end-1989.

Adjusted for the effects of changes in the value of the dollar, the fourth-quarter rise in borrowings was \$2.08bn. Eastern European deposits showed little change on aggregate over the year, although Romania, under the Ceausescu regime, increased its deposits in banks during 1989 from \$608m to \$1.73bn. The figures also show that China moved to be a net debtor to international banks last year because of a significant

build-up in deposits in international banks in the last half-year. Deposits rose a provisional \$5.3bn to \$23.0bn at the end of last year. After paying back \$2.3bn in loans in the second and third quarters, borrowings increased by \$1.6bn to \$25.5bn.

A BIS study into the international bond markets suggests a surge in scheduled repayments of bonds in 1992 and 1993, mainly because a large number of equity-related bonds mature.

LONDON MARKET STATISTICS

RISES AND FALLS YESTERDAY

British Funds	Rise	Fall	Stagnant
Equities	12	184	15
Government Bonds	3	30	250
Industrial	29	18	43
Plantations	0	49	9
Others	35	49	133
Totals	1,102	430	1,447

LONDON RECENT ISSUES

Issue	Amount	Price	Yield	Rating	Underwriter
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100

RIGHTS OFFERS

Issue	Amount	Price	Yield	Rating	Underwriter
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100

TRADITIONAL OPTIONS

Issue	Amount	Price	Yield	Rating	Underwriter
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100
100	100	100	100	100	100

LONDON TRADED OPTIONS

LONDON shares rallied strongly yesterday, provoking heavy trading in the futures and options markets. Indeed, for most of the day the futures market led the cash higher, on aggressive buying by institutions and market-makers.

The futures market opened at a strong premium to the underlying index and quickly made further gains as a US house bought heavily.

The bulls were given further encouragement by the rally in the short sterling futures pit, where talk of an early entry by the pound into the Exchange Rate Mechanism, and the possibility of a cut in interest rates, sent prices sharply higher.

At one stage, the June FT-SE contract moved to a premium of approximately 20 points to the underlying index. Dealers said selling largely dried up in the futures market, and even the presence of a medium-sized buyer would prompt traders to mark prices still higher.

Equity market-makers' shortage of stock led some to try to cover their positions by buying futures. But that pushed prices up further, as buy-stops were triggered.

The June FT-SE contract closed at 2,329.01, up 71 points on the day, and nearly 50 points above the underlying index. One analyst said this compared with a fair value premium of 21 points.

In the traded options market, turnover, at 79,787 contracts was at its highest level all year. Turnover was heaviest in the European-style FT-SE index options, where one large transaction lifted volume.

James Capel bought 4,500 March 2,325 calls, adding 4,500 March 2,225 puts, and added 9,000 March 2,125 puts. The trade was bullish and said to be linked to an over-the-counter option transaction.

The market-makers who were the other side of the transaction hedged themselves by buying 2,000 June index futures contracts at 2,315. This was the largest of the futures market and was well covered.

FT-ACTUARIES SHARE INDICES

The Financial Times Ltd 1990. Compiled by the Financial Times Ltd in conjunction with the Institute of Actuaries and the Faculty of Actuaries

EQUITY GROUPS			Thursday May 17 1990									
& SUB-SECTIONS												
Figures in parentheses show number of stocks per section												
	Index No.	Day's Change	Est. Earnings Yield (%)	Gross Div. Yield (%)	Net Div. Yield (%)	Ind Adj. 1990 to date	Index No.	Index No.	Index No.	Index No.	Year open (approx)	
1 CAPITAL GOODS (199)	861.18	+2.5	13.48	5.26	8.98	15.78	840.13	834.83	836.48	836.57	986.57	
2 Building Materials (27)	1,069.52	+3.3	14.77	5.35	10.22	21.05	1,025.32	1,026.82	1,027.75	1,028.72	1,252.57	
3 Contracting, Construction (36)	1,349.58	+2.8	17.96	4.86	7.77	32.20	1,312.97	1,302.29	1,302.21	1,313.70	1,713.70	
4 Electricals (10)	943.94	+1.3	11.69	5.31	10.52	61.43	2,403.07	2,295.37	2,414.64	2,889.92	2,889.92	
5 Electronics (29)	1,091.05	+3.2	9.60	3.92	13.48	19.33	1,821.85	1,881.29	1,869.15	1,869.15	2,277.23	
6 Engineering-Aerospace (8)	422.88	+1.5	14.39	5.14	6.29	9.31	422.88	422.88	422.88	422.88	422.88	
7 Engineering-General (43)	462.78	+1.5	12.31	5.41	9.81	14.17	455.98	461.45	461.45	461.45	461.45	
8 Metals and Metal Forming (6)	1,065.67	+0.9	24.14	6.40	4.67	0.33	482.51	476.68	476.68	476.68	476.68	
9 Motors (16)	338.78	+4.2	16.29	6.65	7.16	9.56	338.78	338.78	338.78	338.78	338.78	
10 Other Industrial Materials (24)	1,356.98	+2.2	11.39	5.12	10.14	33.09	1,356.98	1,356.98	1,356.98	1,356.98	1,356.98	
11 CONSUMER GROUP (170)	1,547.46	+2.8	9.65	4.00	12.84	12.56	1,547.46	1,547.46	1,547.46	1,547.46	1,547.46	
12 Brewers and Distillers (21)	1,474.71	+2.8	10.15	3.89	11.94	12.62	1,433.91	1,435.35	1,435.35	1,435.35	1,435.35	
13 Food Manufacturing (20)	1,075.66	+2.2	10.41	4.38	11.91	16.98	1,052.92	1,052.92	1,052.92	1,052.92	1,052.92	
14 Food Retailing (16)	2,236.77	+3.2	9.61	3.44	15.37	22.97	2,236.77	2,236.77	2,236.77	2,236.77	2,236.77	
15 Health and Household (4)	2,552.62	+2.4	6.77	2.73	17.59	20.56	2,493.07	2,535.58	2,535.58	2,535.58	2,535.58	
16 Leisure (32)	1,405.55	+0.9	10.26	4.25	11.88	18.28	1,385.04	1,361.42	1,361.42	1,361.42	1,361.42	
17 Packaging & Paper (12)	572.25	+1.8	12.81	5.98	9.97	11.83	562.92	562.92	562.92	562.92	562.92	
18 Publishing & Printing (16)	3,919.67	+2.8	10.09	5.41	12.49	30.81	3,919.67	3,919.67	3,919.67	3,919.67	3,919.67	
19 Stores (35)	776.47	+4.0	11.51	4.86	11.19	2.25	744.43	742.67	742.67	742.67	742.67	
20 Textiles (12)	467.42	+1.1	13.85	7.62	9.18	23.26	462.16	461.51	461.51	461.51	461.51	
21 OTHER GROUPS (105)	1,140.64	+2.5	11.22	5.02	10.71	10.57	1,132.44	1,104.08	1,104.08	1,104.08	1,132.44	
22 Agencies (17)	1,614.47	+3.6	6.17	2.44	19.57	14.99	1,557.71	1,544.61	1,544.61	1,544.61	1,544.61	
23 Chemicals (23)	1,232.38	+1.2	5.36	5.50	28.52	121.28	1,211.02	1,200.08	1,200.08	1,200.08	1,200.08	
24 Conglomerates (14)	1,606.32	+1.0	10.26	6.13	10.48	14.41	1,574.81	1,573.07	1,573.07	1,573.07	1,573.07	
25 Transport (13)	2,198.41	+2.4	10.57	4.48	11.69	26.91	2,147.91	2,135.28	2,135.28	2,135.28	2,135.28	
26 Telephone Networks (2)	1,154.90	+4.7	10.99	4.84	11.83	0.00	1,154.90	1,154.90	1,154.90	1,154.90	1,154.90	
27 Water (10)	1,059.77	+1.9	16.05	7.01	3.64	0.00	1,059.77	1,059.77	1,059.77	1,059.77	1,059.77	
28 Miscellaneous (26)	1,728.55	+0.8	12.01	4.90	9.50	18.70	1,715.20	1,697.34	1,697.34	1,697.34	1,697.34	
29 INDUSTRIAL GROUP (482)	1,130.75	+2.7	11.08	4.63	10.99	13.32	1,101.46	1,077.89	1,077.89	1,077.89	1,160.73	
30 Oil & Gas (18)	2,230.72	+2.2	11.68	5.24	11.31	46.43	2,213.77	2,204.03	2,204.03	2,204.03	2,204.03	
31 500 SHARE INDEX (500)	1,229.85	+2.8	11.17	4.71	11.04	15.95	1,198.94	1,193.91	1,193.91	1,193.91	1,235.66	
32 FINANCIAL GROUP (199)	784.50	+2.6	11.92	5.84	18.66	74.52	782.06	782.06	782.06	782.06	782.06	
33 American (10)	1,042.84	+2.7	19.60	6.60	6.60	85.65	1,042.84	1,042.84	1,042.84	1,042.84	1,042.84	
34 Insurance (Life) (7)	1,335.52	+3.2	-	-	-	36.94	1,273.50	1,304.64	1,312.81	1,079.12	1,079.12	
35 Insurance (Composite) (7)	1,643.42	+2.2	-	5.20	-	43.91	1,637.78	1,637.78	1,637.78	1,637.78	1,637.78	
36 Insurance (Brokers) (7)	1,062.89	+3.3	11.14	6.12	16.10	27.41	1,049.61	1,049.11	1,049.11	1,049.11	1,049.11	
37 Merchandise (10)	1,335.84	+2.6	8.16	4.21	6.49	10.56	1,335.84	1,335.84	1,335.84	1,335.84	1,335.84	
38 Property (47)	1,083.02	+1.2	8.16	4.21	15.64	8.35	1,070.33	1,065.10	1,065.10	1,065.10	1,065.10	
39 Other Financial (25)	1,017.03	+1.4	14.76	7.39	8.88	4.54	297.77	297.77	297.77	297.77	297.77	
40 Investment Trusts (67)	1,101.88	+1.7	-	3.43	-	10.73	1,167.31	1,163.01	1,163.01	1,163.01	1,163.01	
41 Overseas Trades (15)	1,120.25	+2.4	9.34	5.52	13.11	42.87	1,086.85	1,086.85	1,086.85	1,086.85	1,086.85	
42 ALL-SHARE INDEX (6613)	1,122.46	+2.6	-	4.84	-	16.34	1,094.43	1,089.69	1,089.69	1,089.69	1,112.29	
	Index No.	Day's Change	Est. Earnings Yield (%)	Gross Div. Yield (%)	Net Div. Yield (%)	Ind Adj. 1990 to date	Index No.	Index No.	Index No.	Index No.	Year open (approx)	
FT-SE 100 SHARE INDEX	2,284.4	+63.3	22.84	22.21	22.21	22.22	22.15	21.95	21.95	21.95	21.77	

UK COMPANY NEWS

Whitbread ahead 17% and lifts market share

By Philip Rawstorne

WHITBREAD, the UK brewer and retailer, yesterday reported full-year pre-tax profits of £260.2m, some 17 per cent up on last year's £223.2m.

Beer brands, pubs and restaurants all gained market share in spite of tougher trading conditions.

The figures, for the year ended March 3 1990, included provision of £45m for the costs of restructuring the company to meet changing conditions in the industry as a result of the Monopolies and Mergers Commission report.

A separate company has been set up to deal with the freeing of some 2,375 tenanted pubs from the brewer's tie.

Most are likely to be converted to commercial leases over the next two years.

Mr Peter Jarvis, group chief executive, said the company was now "in excellent shape for the future, clearly focused in three strategic areas - beer brewing and marketing, the management of public houses, and the development of leisure retail businesses."

The £389m from the sale of

the Burrough's wines and spirits business to Allied-Lyons, included in the accounts as an extraordinary item, would be used to fund further expansion, he said.

Against the background of internal reorganisation, turnover increased by 11 per cent from £1.65bn to £2.05bn. Fully diluted earnings per share rose 20 per cent to 42.25p.

A final dividend of 11p is proposed, making a total of 14.8p for the year, nearly 18 per cent higher.

Profits from beer brewing and wholesaling rose 14 per cent to £124.1m on turnover up 10 per cent to £782m.

Beer volumes increased 3 per cent overall in a static market. Heineken, refreshed by a new advertising campaign, led the way with turnover up 7 per cent, double the market sector growth rate.

Murphy's more than doubled its share of the stout market; and the volume of cask-conditioned beers - which include Bodding's and Marston's Pedigree - grew 5 per cent ahead of the market.

Retailing profits from managed pubs, restaurants, and hotels, rose from £100.1m to £117.9m, an increase of 18 per cent.

Trading profits of Whitbread Inns, in which £80m was invested last year, increased by 25 per cent. Food sales were 25 per cent higher, and drink sales 14 per cent up.

Pizza Hut, jointly owned with PepsiCo, raised profits by 30 per cent and pushed its market share to nearly 29 per cent.

In Canada and the US, the profits of the Keg steak and seafood restaurants increased by more than 30 per cent to £7m.

Property disposals contributed £33.4m (£24.8m) to profits but development trading profits fell from £7.5m to £3m.

Analysts, encouraged by the results, forecast pre-tax profits for the current year of between £284m and £315m, with earnings per share rising to about 50p. Whitbread's shares closed 13 up at 415p.

See Lex

Cash element from TT in Crystalate bid

By Jane Fuller

TT GROUP, the industrial holding company, has introduced a cash element into its hostile £32.5m bid for Crystalate Holdings, which makes electronic components.

While the all-share offer remains the same - seven new TT shares for every 10 Crystalate shares - 30p per share is now available in cash.

The paper offer values Crystalate shares at 84.7p each and the partial cash alternative is worth 80.4p per share.

Crystalate's share price closed at 79p yesterday; TT's was 121p.

However, a reminder was issued that a possible white knight may emerge from the US in the form of Vishay Intertechnology which, like Crystalate, makes resistors.

Vishay repeated that it was considering making a bid and it brought forward the date by which it would decide from May 28 to May 30.

The US company said it was seeking trading information from Crystalate, which last week announced a loss of nearly £900,000 for the six months to March 31.

In the year to September, the UK target made a pre-tax profit of £2.9m on sales of £115m.

Crystalate firmly rejected TT's final offer, saying that it underestimated the strategic value of the company.

Crystalate shareholders had already been told that

the offer failed to reflect the company's recovery potential and the industrial logic was also questioned.

TT, which makes industrial components, packaging and building products, made a pre-tax profit of £8.4m on turnover of £51m in 1989. By yesterday it owned or had acceptance on behalf of 12.4 per cent of Crystalate's ordinary shares.

Mr John Newman, a TT director, said it specialised in acquiring companies with quality products but poor performance and improving that situation.

Although his company had no electronics subsidiaries, he compared resistors to nuts as being essential widgets.

If the cash alternative were fully taken up, he said the cost would be about £9.5m. TT had little debt and if the takeover was to go ahead the merged group would have gearing of about 40 per cent.

On an all-paper basis, TT would issue £2m new shares, representing 31 per cent of the enlarged ordinary share capital.

The closing date for TT's final offer, which includes cash for holders of preference shares and loan stock, is June 1.

The offer values the existing share capital at about £27m and is worth £35.5m on a fully diluted basis.

Sock Shop administrators granted extension

By Vanessa Houlden

ADMINISTRATORS to Sock Shop International, the hosiery retailer, were yesterday granted a further three months to reach agreement with its creditors.

The date for the presentation of the proposals to the creditors has been extended by the Companies Court from May 21 to August 21.

Mr Sophie Mirman, chairman, said that the administrators were talking to a number of potential partners in their attempt to sell the business as a going concern.

"Negotiations are unpredictable. It is taking longer than first anticipated but we are well down the road," she said.

The administrators, Mr Peter Duboisson and Mr Philip Sykes, of accountants EDO Binder Hamlyn, were appointed three months ago under the provisions of the Insolvency Act. Their task has been to attempt to keep the company as a going concern, while seeking additional finance and agreement with the creditors.

The group's current trading was in line with its budget, according to Mr Mirman.

At the end of January, Sock Shop had liabilities of £19.4m, of which £14.6m was an overdraft, and assets of £17.9m.

Sock Shop's shares, quoted on the USM, remain suspended at 54p.

The writing's on the wallpaper for holders

Alice Rawsthorn outlines the proposed rescue alternatives for the stricken Coloroll

WHEN THE long-awaited proposals for Coloroll's restructuring flashed across the screens yesterday, the response of its shareholders was little short of apocalyptic.

Those who have watched the value of their investments tumble from a high of 374p three years ago to just 84p yesterday, were told of proposals for Coloroll to be taken private by a group of investors led by Candover Investments.

In other words, Coloroll's shareholders have been given a choice between accepting a minority stake in an unquoted company - which would almost certainly be worth less than the market value of their existing holdings - or selling their shares, at a thumping loss, while Coloroll is still publicly quoted.

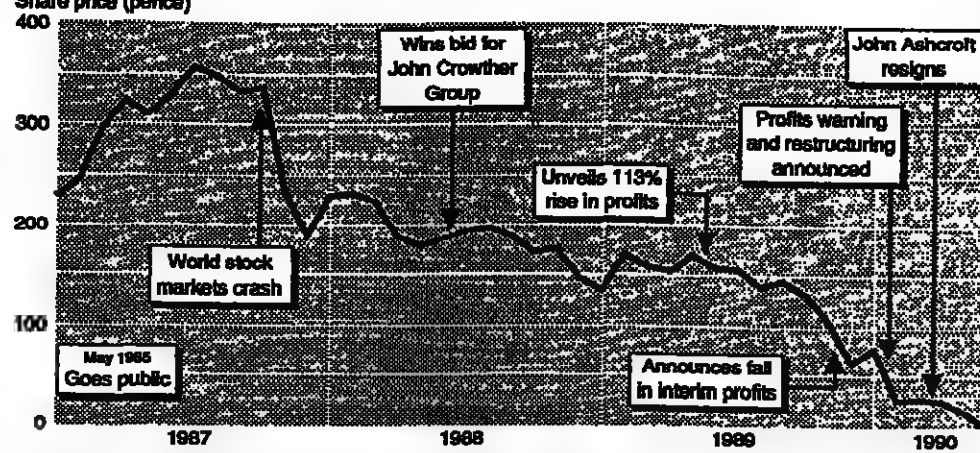
Three of Coloroll's biggest institutional investors are supporting the proposals. The others, as one analyst put it, "threw their hands up in horror" at the news.

Horror or not, there was nothing they could do. Coloroll's problems are so acute that the likeliest alternative was receivership. For the past four months Coloroll and SG Warburg, its merchant bank, have been racing around the City trying to put together a package to save the company from collapse.

One by one all the conventional options fell through. Originally Coloroll had hoped to raise new money through a rights issue, but failed to raise at least £75m to reduce its debts and contingent liabilities. Once its shares had slipped below 20p, as they did in March, the chances of a suc-

Coloroll

Share price (pence)



cessful issue became slimmer and slimmer.

From time to time a possible purchaser would surface for particular parts of the group. Costs Vytella, the UK textile group, was said to be interested in Fogarty, the bedding business, as was DMC, one of the largest French textile groups.

Williams Holdings, the acquisitive conglomerate which has crossed swords with Coloroll in the past, was seen as a candidate for the wall-coverings company.

But no-one seemed to be willing to bid for the whole of Coloroll. Even the companies which were interested in individual subsidiaries chose to wait and see whether Coloroll would go under, so they could pick them up cheaply from the receivers.

There were also doubts that the existing investors would be prepared to support the other

options: a cash injection by shareholders, or some form of placing.

The situation was complicated by the changes in Coloroll's share register. The institutions have been selling steadily for several months. The only buyers have been private investors, the speculators who had read about the company's problems in the papers and snapped up its shares as a punt.

In the meantime Coloroll's problems were intensifying. Its trading problems are all too apparent. Coloroll's core area of activity, the home products market, has been hit heavily by the impact of high interest rates on consumer spending.

In November it announced a sharp fall in interim profits; its preliminary results - originally due this month - are expected to show an even steeper decline.

The problem of depressed demand was aggravated by the legacy of the over-optimistic attitude of Coloroll's old management team. Stocks were too high and some factories were operating at over-capacity.

Coloroll has been cutting costs since last summer. The cuts accelerated after the announcement of its interim results in November. When Mr Kenneth Marks arrived as chairman in March - taking the place of the flamboyant Mr John Ashcroft - the cost-cutting began all over again.

Mr Marks spent his first four weeks at Coloroll visiting all its companies to revise budgets and review overheads. He then presented an assessment of its financial position to Warburg so that it could canvas support for a rescue package.

But the overriding problem for Coloroll is its financial structure.

The company incurred heavy borrowings in a state of acquisitions in the late 1980s. It also accrued hefty contingent liabilities. Analysts suspect that the debts and liabilities could add up to anything between £150m and £200m. For the last few months Coloroll's auditors have been going over its accounts with a fine toothcomb to prepare a thorough report for the last financial year to March 31.

Whatever the actual level of its debts, Coloroll's liquidity problems have been escalating since last summer. It secured an agreement for short-term support from its banks in January, but passed the payment of its preference dividend in March. Since the spring, some of its biggest suppliers have been making provisions for its receivership in their accounts.

The only option was to find a new investor prepared to provide the capital needed for Coloroll to stay in business. Yesterday's announcement shows that Coloroll has found someone who is prepared to support it in principle. But discussions are still at an early stage. All the details of the deal - the amount of capital, the allocation of equity and the role of the present management team - have yet to be agreed.

If the deal goes through, Coloroll will save itself - and its 5,500 employees - from the threat of receivership. As for its shareholders, they have to decide between waiting to see whether the deal works out or selling the shares while they can.

Judging by the slump in the share price yesterday, some of them have already decided.

Molins hits out again at elusive US predator

By Andrew Hill

MOLINS yesterday repeated its claim that Leucadia National Corporation was trying to acquire the value in the cigarette machinery manufacturer cheaply with its increased offer of 27p.

Leucadia raised its hostile bid two days ago, and attacked Molins' failure to produce a profit forecast in its bid defence - the third in the last three years. The elusive US company also suggested Molins

had to an extent abandoned complex systems design and manufacturing.

Molins yesterday pointed to its optimistic trading statement last month and added that the group was "widely recognised by those who matter as being one of the most technically advanced and innovative companies in its field."

Molins's shares were unchanged at 77p yesterday.

Mystery buyer at Holmes Protection

A mystery shareholder has taken a 5.53 per cent stake in Holmes Protection Group, the troubled New York security company, writes Andrew Hill.

Chase Nominees has bought 8.67m shares in Holmes, which has seen its share price fall to an all-time low this year following profit warnings and resignations.

However, the US company, which is quoted in London, cannot use section 212 of the Companies Act to force Chase

to reveal the beneficial owner or owners of the shares because Holmes is registered in Delaware.

The security company said yesterday it was requesting further information from Chase.

Holmes shares rose 2p to 16p yesterday. Wormald International, the Australian fire protection company, is the largest investor in Holmes with a 14.6 per cent stake.

WATER INDUSTRY

The Financial Times proposes to publish this survey on:

11th July 1990

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FINANCIAL TIMES
LONDON & BUSINESS NEWSPAPER

ANGLO UNITED PLC

has completed the following sales as part of the disposal of the non-core businesses of Coalite Group PLC

Hargreaves Quarries Limited
Bothell Limestone & Brick Company Limited
Payne-Crete Limited

to

Charter Consolidated P.L.C.
for a consideration of
£53.5 million

Hargreaves Clearwaste Limited
Chemical Vessel Services Limited
Nu-Vac Industrial Services Limited

to

BET plc
for a consideration of
£26 million

to

Coalite Building Supplies
to
Keyline Builders Merchants Limited
for a consideration of
£50 million

The undersigned acted as financial advisers to Anglo United plc

Samuel Montagu & Co. Limited



February 1990

This announcement appears as a matter of record only.

ANGLO UNITED PLC

£305,000,000
(reduced from £440,000,000)

debt financing for the acquisition of

Coalite Group PLC
comprising

£200m term loan facility
£65m bridging facility
£40m revolving credit

Arranged by

Samuel Montagu & Co. Limited

Underwritten by

Samuel Montagu
& Co. Limited

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Funds provided by

The Hongkong and Shanghai
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Barclays Bank PLC

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Credit Suisse

Hill Samuel Bank Limited

NatWest Investment Bank Limited

Banque Internationale à Luxembourg S.A.
(London)

Agent Bank

Samuel Montagu & Co. Limited



February 1990

The Amalgamation of Sun Life International Growth Portfolio with Sun Life Managed Growth Trust

Sun Life International Growth Portfolio was amalgamated with Sun Life Managed Growth Trust on 1st May 1990 following the approval of a meeting of unitholders of International Growth Portfolio held on 6th April 1990.

Units, including fractions of a unit, in Managed Growth Trust have been allocated to unitholders of International Growth Portfolio using a factor calculated by reference to the respective values of the two unit trusts on the day of amalgamation. The factor was 0.68340432 and unitholders will note that the number of units, including fractions of a unit, held in International Growth Portfolio multiplied by that factor, and rounded up, equals the number of units, including fractions of a unit, in Managed Growth Trust, to which they are entitled. Hence, on the day of amalgamation unitholder's new unitholdings in Managed Growth Trust had the same value as their old holdings in International Growth Trust.

New certificates for units in Managed Growth Trust were distributed on 4th May 1990. Certificates for units in International Growth Portfolio have now ceased to be of any value and should be destroyed.

Sun Life Trust Management Ltd
Granite House
101 Cannon Street
London EC4N 5AD

18th May 1990

UK COMPANY NEWS

Good performance at home dented by poor UK and US showing
Bank of Ireland rises to I£134m

By David Lascelles, Banking Editor

BANK OF Ireland raised profits and earnings per share in its latest financial year. But while results from its domestic market were strong, the bank suffered reverses in the UK and the US - its two main overseas markets.

Pre-tax profits amounted to I£134.2m (£129.8m) in the year to March 31 1990, up some 4 per cent on the previous year. Earnings per share were 28.2p, up from 24.9p.

Mr Louden Ryan, the governor, said that the bank had strengthened its leading position in the Irish market both in terms of profitability and market share.

There was also a sharp reduction in loan loss provisions reflecting better credit management systems. The retail division earned I£109.5m (£107.5m).

However in the UK, profits plunged to I£10m (£28m) as rising interest rates and tougher competition took their toll on the bank's mortgage and credit operations. Loan losses also rose, though they were partially offset by tighter cost controls.

Separately, the group made a I£18m provision for its exposure to the UK local authority swaps market.

Mr Ryan said the bank had embarked on a fundamental restructuring of its British operations to respond to the difficult trading conditions.

Cost reduction plans are also being implemented.

First NH Bank, the group's US subsidiary, made a loss of I£600,000 in the 1989 calendar year because of the tough environment in New Hampshire, and particularly the decline of the real estate construction sector.

First NH has been less hard hit than some banks in the region, but it has launched a stringent cost reduction programme and credit control measures have been tightened.

"Although no significant improvement can be expected in the New Hampshire economy in the immediate future, the longer-term outlook for First NH is positive," Mr Ryan said.

The corporate and investment banking division earned I£90.7m, up from I£75.8m, with good contributions from all major constituents.

The total dividend is raised 17 per cent to 11p via a proposed final of 7p.

In the balance sheet, Bank of Ireland said it had maintained good capital ratios with Tier 1 at 6.5 per cent (compared to the internationally agreed minimum of 4 per cent) and total capital of 12.4 per cent (8 per cent).

The bank has also sharply reduced its exposure to Third World debt from \$78m to \$18m. Provisions are equivalent to 70 per cent of exposure.

Regal Hotel tumbles £1.2m into the red

Regal Hotel Group, formerly Rivoli Cinemas which joined the USM last November through the reverse takeover of Regal Hotel, announced pre-tax losses of £1.2m for the period from April 5 to December 31 1989. For the year ended April 5 1989 losses were £871,000, restated.

However, there was a £8.49m extraordinary profit on the sale of a listed investment, which left the group with an attributable profit of £5.27m (£1.17m loss).

At the beginning of the period under review Regal owned and operated four regional hotels, three of which have since been refurbished. The Alexandra Hotel in Hove, Sussex, was acquired for £2m in July and December saw the purchase of the Leofric Hotel in Coventry for £3.1m.

The company said that net assets at the year-end amounted to £30.2m and that borrowings totalled £10.2m, though this increased in January on completion of the Coventry buy.

Despite a poor start to the current year, trading was improving, the company said, adding that the current year would be affected by high interest rates and costs associated with the refurbishment of hotels.

Losses per share worked through at 11.35p (8.33p).

AIB may face state regulatory obstacles in bid for Baltimore

By David Lascelles, Banking Editor

LAWYERS TO Baltimore Bancorp have advised it that the unsolicited bid from First Maryland, the US arm of the Allied Irish Banks, faces two regulatory obstacles.

Earlier this week Baltimore's board unanimously rejected the \$17m (£128m) bid as inadequate and potentially disruptive. But it also took into account legal advice which suggested that AIB would have difficulty obtaining regulatory approval for the bid.

Mr Rodgin Cohen, a partner

with Sullivan and Cromwell, the New York law firm which is advising Baltimore's board, said AIB faced difficulties under the Community Reinvestment Act, an anti-redlining measure which is designed to ensure that banks lend sufficiently to their local communities.

Banks are rated on a scale of one down to five. AIB's New York branch has a rating of three which Mr Cohen said may not be enough to secure approval from the Federal

Reserve Board for the acquisition. The rating of First Maryland, which is actually making the bid, is not known.

Mr Cohen said that the Maryland attorney general had also said that no hostile bid for a bank in Maryland would be approved. Although AIB has stressed that its bid is friendly, it would need the support of the board to obtain state regulatory approval.

Allied Irish Banks declined to comment on the regulatory position.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Carries - Total last year	Total last year
Appleby Warrant \$-fin	8.5	July 2	4.5	8
Bank of Ireland -fin	7.4	July 12	2.625	11
Eastern Produce -fin	8.5	July 24	8.5	12
Foster (John) -fin	3.75	July 18	3.75	5.5
Harbore -fin	1.25	July 31	1.25	1.5
Ocean Wilson -fin	2.25	-	2	2.5
Tomkins -fin	3.5	June 15	3.5	11.5
Whitbread -fin	11	-	3.5	14.8
				12.55

Dividends shown pence per share net except where otherwise stated. *Equivalent after allowing for scrip issue. †On capital increased by rights and/or acquisition issues. ‡USM stock. \$8/quoted stock. ‡Third market. ‡Irish currency. ‡Includes 3.75p additional dividend. *Carries scrip option.

Boardroom reshuffle at troubled Silentnight

By Andrew Hill

THE CLARKE family has tightened its grip on the management of Silentnight Holdings, the quoted furniture manufacturer it controls, following a boardroom reshuffle in the interests of better communication and efficiency.

Mr Chris Burnett, chief executive, has agreed to leave the company in a year's time, and Mr Graham Creswick, finance director, is to join John Foster, the textile company, in June.

In 1989-90, Silentnight's pre-tax profits slumped 33 per cent, mainly as a result of a disastrous attempt to supply beds by direct delivery to the loss-making Lowndes Queensway retailing chain.

Non-executive director Mr John Clarke, son of Mr Tom Clarke, the group's founder, is now returning to an executive position in charge of the beds division, Silentnight's largest operation. Farnco, holding company for the Clarke family trust, owns 52 per cent of Silentnight.

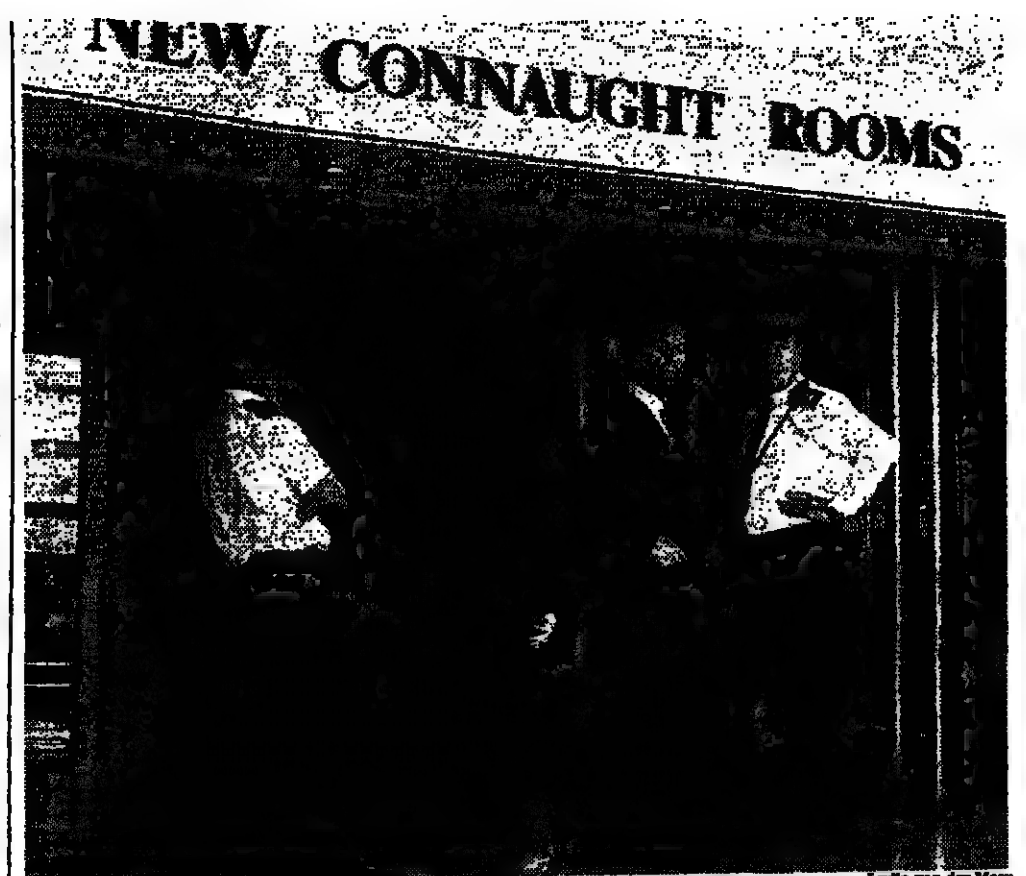
Mr Barry McKenzie, currently a non-executive director and a chartered accountant, will be finance director, while three other divisional directors - Mr Derek Cadwallader, Mr Bill Simpson, and Mr George Thomas - are joining the main board.

For the next year, Mr Burnett, while remaining as chief executive, will be deputy chairman of the company. Responsibility for the upholstery division, Mr Bill Davies, Silentnight's chairman and chief executive of Farnco, said yesterday that the reshuffle was a necessary step to ensure the company's survival.

"We have a 52 per cent shareholder and that restricts our ability to use paper on acquisitions," Mr Davies said. "It is likely to get more opportunity to exercise his talents in a group that doesn't have the same sort of restrictions," said Mr Davies.

Mr Burnett, who was unavailable to comment on the moves yesterday, joined Silentnight in 1985 during a bitter long-running industrial dispute which hit profits. Until last year, the group seemed to be recovering from that decline.

Yesterday's statement said the new financial year had started encouragingly but warned that economic factors could still hit the 1990-91 results.



Shareholders face tight security on arrival at Shell's annual meeting yesterday

Swayed by the winds of change Shell gives ground

By Andrew Bolger

THE WINDS of peaceful change which have been sweeping southern Africa yesterday penetrated the closely guarded recesses of the annual meeting in London of Royal Dutch/Shell, the Anglo-Dutch oil group.

Sir Peter Holmes, chairman of Shell Transport and Trading, said that after noisy disruptions to previous shareholders' meetings, he had reached a novel agreement with anti-apartheid speakers.

The first 30 minutes of question time would be devoted to southern Africa, with three anti-apartheid speakers allowed seven minutes each, before he replied and took further questions.

Mr Denis Goldberg, a white south African who was jailed with Mr Nelson Mandela, said that although Shell was building houses and providing education for its workers in South Africa, it was not doing anything to change the political situation.

Miss Mildred Neville said most of the churches had seen sanctions as the last chance

for non-violent change in South Africa. This was no time to relax pressure on the regime.

The Rev. David Haslam, a veteran anti-apartheid campaigner, said that there was no question that economic and political pressures had led to the current changes. He urged Shell to suspend its operations totally in South Africa until apartheid was dead.

Sir Peter countered that Shell was totally committed to the ending of apartheid. Its clear stance on the issue had won the company the respect and support of the black community.

Although he accepted that some sanctions - such as those on bank credits - had been effective, Sir Peter said Shell's view was that most trade restrictions would be detrimental not just to the economic but also the political conditions of black south Africans.

Sir Peter said he was totally opposed to disinvestment. All that would change would be the name - the retailers and filling would still be there. To

withdraw would achieve nothing - merely still the public voice of Shell, which favoured reform.

Mr David Graine, of the sanctions group Embargo, said that if curbs on bank credits had been successful, it was because of the impact of the sanctions policy, which Shell undermined by its oil trading and exports of South African coal.

Ms Karen Talbot of the Anti-Apartheid Movement said the agreement reached with Shell was the first time a major company had conceded a formal slot in its shareholders' meeting to hear the sanctions case.

Sir Peter apologised to those shareholders who disapproved of the agreement but it worked smoothly, with only a little slow handclapping towards the end of the anti-apartheid contribution.

Honour having been satisfied on both sides, the meeting broke up to general applause, plus a few scattered chants of Amanda Newsworld (Power to the People).

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**NEW ADVANCES IN
CGE FIRST QUARTER OPERATIONS:**
SALES UP 7 %
ORDERS UP 16 %

In FF millions	1990	1989
Energy and Transportation	6,085	6,490
Nuclear (1)	702	504
Electrical engineering	3,071	2,804
Batteries	1,296	1,113
Telecommunications, business communications, cables	21,240 (2)	19,544
Other (3)	1,038	979
Inter-sector sales	(746)	(816)
TOTAL	32,696	32,416

New orders booked amounted to FF 38.5 billion, an advance of 16 % over the first quarter of 1989 on a comparable basis.

(1) The sales of Frametome and its subsidiaries are consolidated on a proportional basis at 40 %.

(2) Includes Public Network Systems: 36 %, Business Communications: 24 %, Cables: 27 %, Other Activities: 11 %.

(3) Générale Occidentale sales are not included as this company is accounted for by the equity method.

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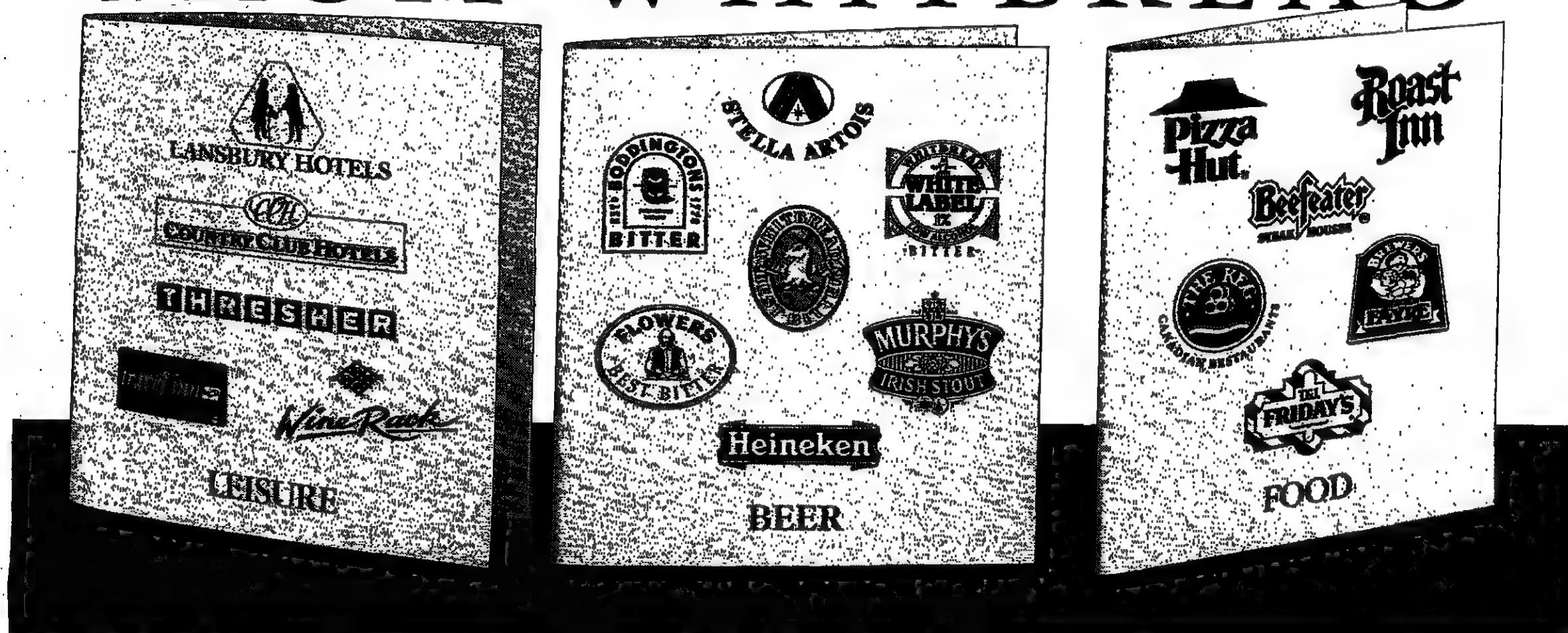
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RESULTS 1989-1990

(Year ended 3rd March 1990)

Profit Before Tax	£260.2 m + 16.6%
Earnings per Share	42.81 p + 18.9%
Proposed Total Dividend	14.8 p + 17.9%
Turnover	£2,048.2 m + 11.0%



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UK COMPANY NEWS

UK insurers unhappy with LUI bail-out plan

By Patrick Cockburn

THE UK insurance industry is reacting with distaste to plans to bail out London United Insurance, the insurance group whose shares were suspended at the end of March because it does not have enough reserves to meet future claims.

Mr Ian Rushton, chief executive of Royal Insurance, one of the largest UK composite insurers, said yesterday that he would need to be convinced that it was in his company's interest to contribute to a rescue bid.

Addressing the argument that the insolvency of LUI would damage the London market for international insurance, Mr Rushton said: "The type of business they were writing is not the type of business we would write."

The principle business of LUI was US liability insurance in which it was insuring professional partnerships in the US such as lawyers, doctors and auditors. Major brokers Sedgwick and Marsh & McLennan

have suggested that these might be protected by the Policyholders Protection Act of 1975.

This offered protection to individuals, but not commercial policyholders following the insolvency of an insurance company. The policyholder, including individual members of partnerships, would get at least 90 per cent of his claim paid through a levy on the UK insurance industry.

Mr Rushton said yesterday that the 1975 Act was not intended to cover situations such as the claims of US professional partnerships. Nevertheless, Royal would weigh the costs of a voluntary rescue against possible payments under the act.

Brokers have been in the forefront of efforts to avert the liquidation of LUI, or at least to organise an orderly run off of Weavers' past business.

Without this, brokers fear a wave of litigation from disgruntled clients whose claims are not going to be paid because six key LUI subsidiaries are £75m to £100m short of reserves.

The rest of the UK insurance industry is unenthusiastic about paying money to save Weavers or its policyholders on

the grounds that the demise of LUI and its subsidiaries will do no lasting damage to London's international insurance business.

Earlier in the week Mr John Carter, an executive director of Commercial Union, the composite insurer, said that the company would have great difficulty in justifying the spending of shareholders' money to prop up LUI.

He said the company had not, in any case, received an invitation to any meeting with other members of the UK insurance industry to discuss the rescue of LUI. Even if invited, Commercial Union might not attend.

Hopes among LUI shareholders have also ebbed since the end of March when the company's shares were suspended. The obstacle to saving LUI, according to someone close to the talks on a rescue, is that "LUI's assets are all too calculable, and its potential losses all too incalculable."

Losses are difficult to estimate because insurance claims for US liability business often emerge many years after the policy was originally written and after unforeseeable changes in the level of court awards.



SHAREHOLDERS in Guinness were regaled with messages about quality drinking and export success at the annual meeting in London yesterday, before being brought down to earth by questions about pensions, advertising campaigns and the sex of the directors, writes Jane Palmer.

Mr Anthony Tennant, chairman of "one of the world's most profitable alcoholic drinks businesses," said the 33 per cent increase, to £691m, in pre-tax profits for 1989, was partly due to consumers "drinking better."

Mr Tennant, pictured above with Brian Baldoock, group managing director (left) and Anthony Greener, managing director of United Distillers (right), returned to the "quality not quantity" theme both in his assurance that the group backed moderate drinking and in answer to a shareholder who dared to question the assumption that disposable incomes would just keep on rising.

The triumphant export message was unclouded by Mr Tennant's previous tilt at the undermining effect of the UK Government's increase in duty.

"Last year, Scotch whisky earned Britain £1.5bn," he told the assembly at Grosvenor House, and Guinness was one of the UK's top five net exporters.

While the questioners welcomed the good

news, they also focused on areas where they felt the group could do better.

Mr Norman Edwards, of Cheam, Surrey, drew a round of applause for his plea for the group to raise pensions in line with inflation.

While the board, employees and shareholders had enjoyed rises ahead of inflation, pensioners had seen an erosion of the value of their income, he said.

He pointed to a five-year pensions holiday and a surplus of £176m as evidence that the group could afford to join the 7 per cent of private sector companies which did index-link pensions.

Mr Tennant said the last increase of 6.7 per cent was based on inflation. The policy was to cover it up to 5 per cent and to act sympathetically above that level. But no open-ended commitment could be given.

Another shareholder complained that a television advertisement for Guinness was not dignified enough.

And on the question of the sex of directors - "drawn from only half the human race," Mr Tennant said: "We have 18 ladies in senior executive management positions and more than half our graduate intake in 1989 was female."

No one stopped to count the number of males and females in the rush for the Firm's after the meeting.

Strong order book buoys John Laing

By Andrew Taylor, Construction Correspondent

JOHN LAING is ideally positioned to take full advantage of increased investment in the infrastructure of the UK and the likely upturn in the residential market in 1991. Mr Martin Laing, chairman, told shareholders yesterday.

Speaking at the construction group's annual meeting, he said the company had a strong order book and balance sheet. Its low gearing and minimal exposure to commercial property contrasted with many of the group's competitors.

John Laing Construction is performing well in the first half of 1990. Building, civil engineering, management and international contracting are all on budget. We have recently been awarded two

important contracts - the second Severn crossing, in joint venture with GTM of France, and the new Toyota facility in Derbyshire," said Mr Laing.

"There is now a general acceptance of the need for

increased expenditure in the transport, energy, water and pollution fields. This provides an excellent opportunity for companies with Laing's expertise and capability. I am confident that we will be a significant force in these areas as the opportunities arise."

Mr Laing said high interest rates had continued to affect the UK housing market. "We now expect to sell fewer houses in the UK in 1990 than we did in 1989." The US market was also softening and sales would be down this year.

Private housing starts in the UK in the first quarter of 1990 were 30 per cent below the corresponding period last year. Completions were 19 per cent lower.

"An upturn in the UK housing market, however, is inevitable. The demand is there, so in the future there will certainly be improvements in this part of the business," said Mr Laing.

Gardner disposal

DC GARDNER has reached agreement to sell Cordon Bleu Cookery School (London), part of the Constance Spry Cordon Bleu Group acquired in 1989, for £843,777 cash.

Hazlewood £3m sale

Hazlewood Foods has sold Kanes, a vegetable farming business, for £3m to Dr John Randall, a director of Hazlewood, who will resign from the board.

Coal Pension Funds pre-empt Globe defence

By John Thornhill

THE BRITISH Coal Pension Funds have got their retaliation in first and have sent another circular to Globe's shareholders arguing the merits of their £1.08bn offer ahead of the investment trust's formal defence document, which is expected next week.

The funds attacked Globe's record over the last 10 years arguing that its net asset value had underperformed against the FT-Actuaries All-Share index.

If the Trust's pay per share had matched the share index during this period it would now stand at 34p, the funds claimed, not the 20.4p recently reported to the Association of Investment Trust Companies.

The funds also poured scorn in Globe's proposals, which has made great play of its

involvement in providing venture capital to small businesses.

The funds claimed that there were over 170 venture capital organisations in the UK and that they had themselves invested over £500m in venture capital since 1977. This, they said, made them the second largest provider of such funding after 3i, the specialist venture capital organisation.

Mr Barry Southcott, managing director of CIN Management, which runs the British Coal Pension Funds, also questioned what would happen to Globe's share price should the bid lapse for any reason.

He argued that without the offer the discount between Globe's share price and net asset value would widen further to up to about 20 per cent.

Advisers appointed on £320.5m of B&C stock

By David Owen

ROYAL EXCHANGE Trust, which was recently appointed to manage £320.5m worth of British & Commonwealth Holdings 7% per cent convertible insured loan stock (CULS), has appointed Kleinwort Benson, Touche Ross and solicitors Simmons & Simmons as advisers on the matter.

Among the topics that the trio are looking into is the basis for B&C's assertion earlier this month that "creditors, rather than the senior creditors, would be likely to receive repayment of amounts due to them from B&C if the alternative of appointing an administrator or liquidator was followed."

"They are examining the

whole of the financial background," Royal Exchange said yesterday.

CULS holders, who rank in the second tier of B&C creditors, are trying to decide whether pressing for immediate repayment is a better option than effectively sanctioning a B&C survival plan drawn up by SG Warburg, the merchant bank.

Meanwhile, B&C bondholders are departed a presentation of the company's proposals at solicitor Allen & Overy's Wellington Street offices on Wednesday after more than two hours. The holders are believed to have agreed informally to reassemble next week after considering the plan in more detail.

IN BRIEF

ECKENHAM GROUP has acquired a further ductwork engineer, the West Midlands-based Mill Holdings, for a maximum £1.5m in cash and shares. For the year to March 1990 it made pre-tax profits of £294,000 on turnover of £1.6m.

COMPANY OF DESIGNERS is acquiring the Design Group of Royal County of Berkshire. The negotiated package, estimated to be worth £2.5m fee income, is based on £25m three year guaranteed workload which is part of the county's capital programme.

ENTERPRISE OIL: Mr William All, chairman, told the annual meeting that future expansion could come from organic growth as well as possible acquisitions. The acquisitions had made him strengthened a company and provided impetus to earnings and profit growth.

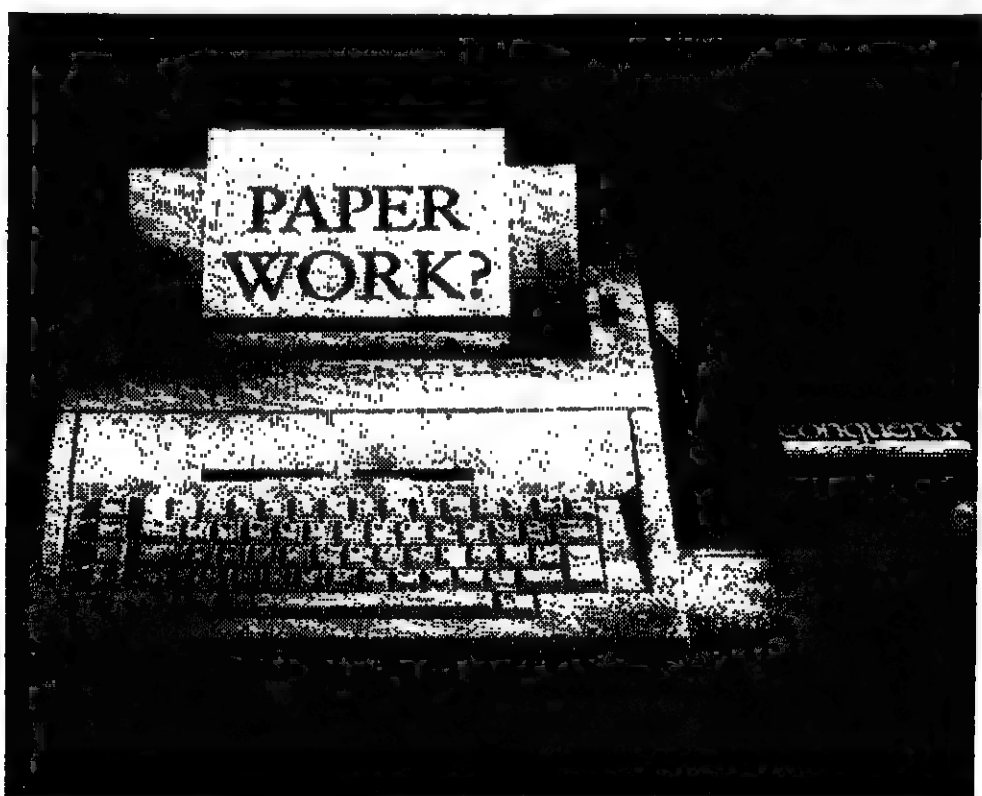
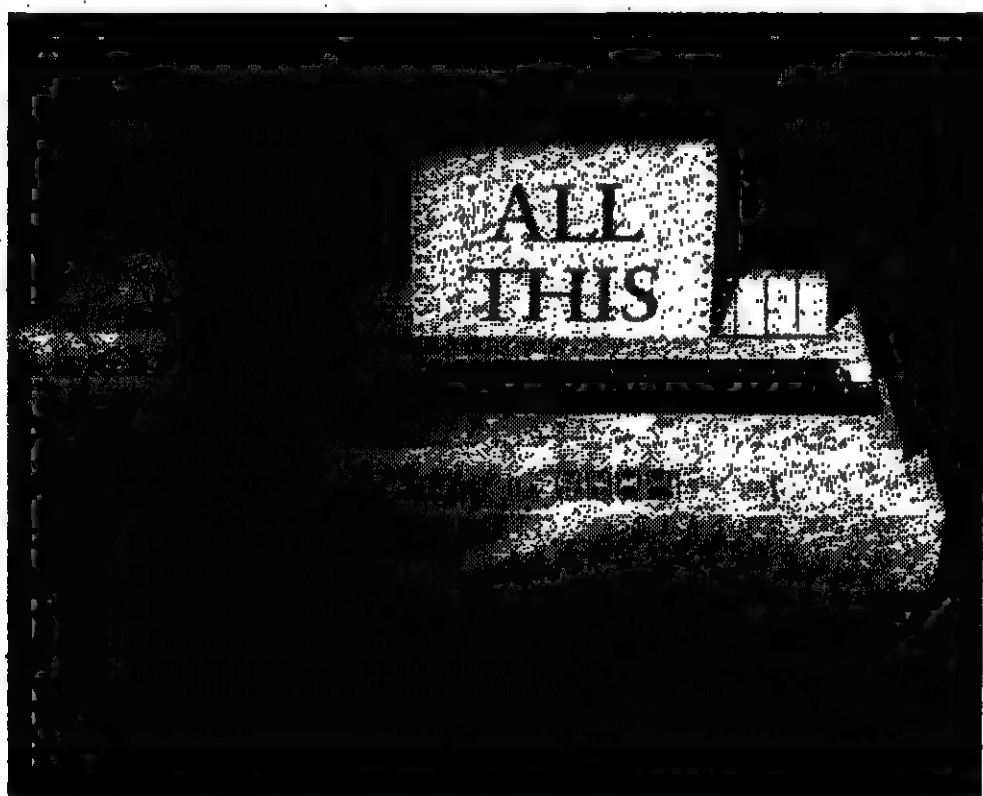
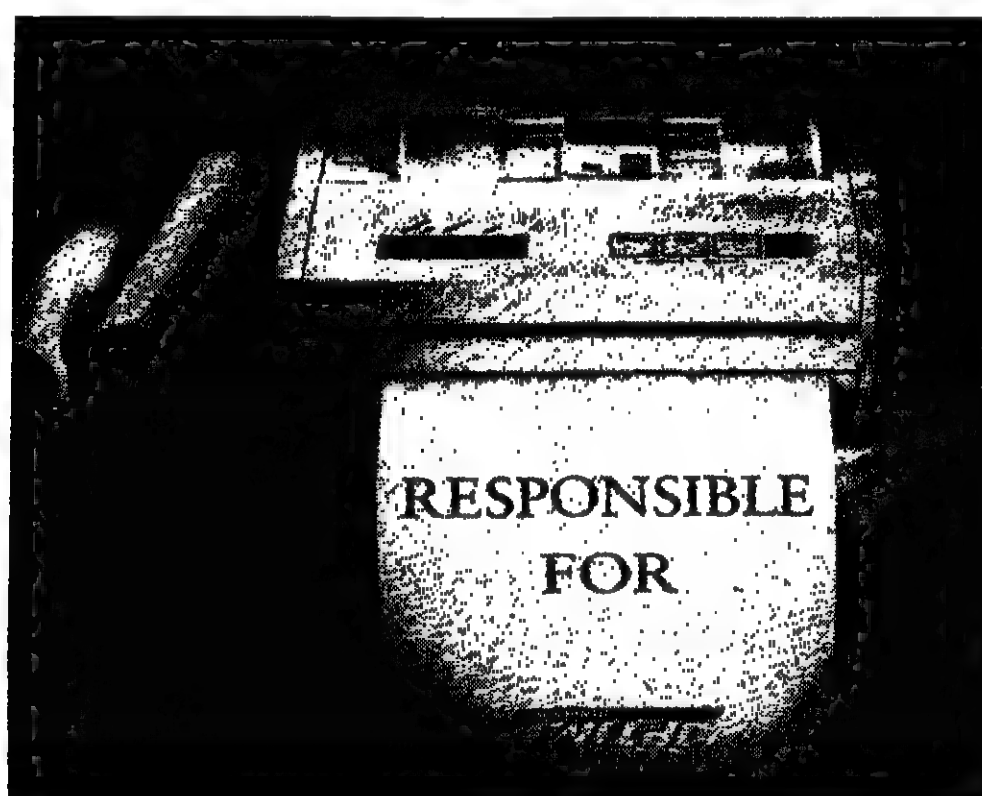
SECUTEX CLOTHES: Pre-letting speaks for over 94 per cent of the capital. The offer is conditional and remains open.

LEGAL AND GENERAL has bought the remaining 90 per cent of the business of Ark Estate, the Newcastle-based estate agent, for £2m; it has assumed borrowings of £5m.

BS is to merge its existing engineering operation with that of Extel Information Technology, which was acquired earlier this month for a consideration of £1.

SWMAN TONKS has acquired Harris Architectural for £1.2m net by cash and the issue of 348,125 shares at 180p.

VALAL is acquiring from



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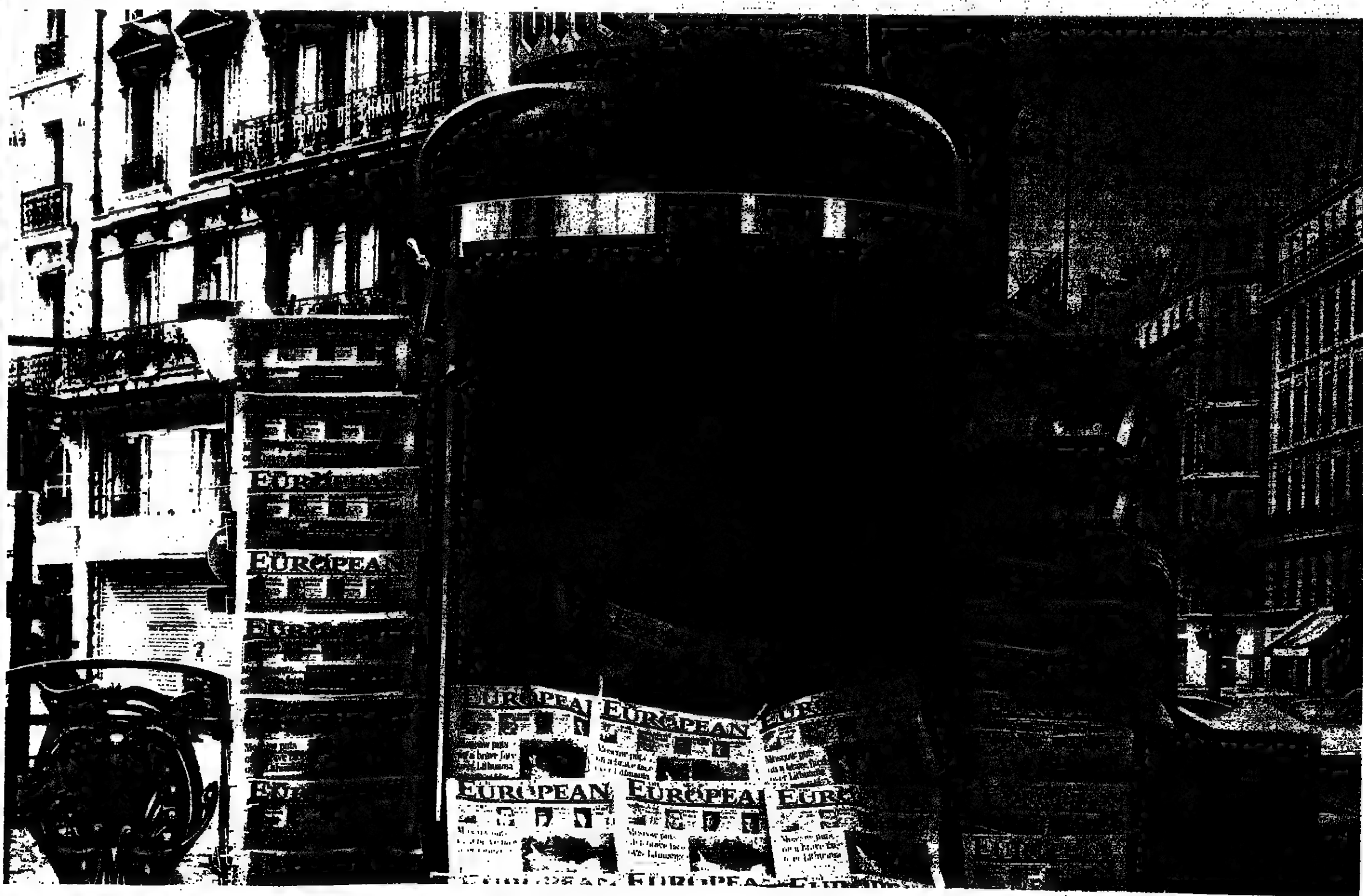
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TECHNOLOGY

Vertical treatment for flue gases

Peter Marsh looks at how a design change is improving industrial scrubbing systems

A cut-price way of cleaning up flue gases from power stations and other industrial systems is about to be tested in the US by a subsidiary of a Danish company which is the world's largest maker of cement production equipment.

FLS Miljø is part of FLS Industries, which for several decades has been a major force in cement kilns and similar industrial hardware. FLS is one of Denmark's biggest industrial groups, with annual sales of about DKK10bn (€550m).

In the past few years, the company has diversified into environmental control systems, among them equipment to remove sulphur dioxide and other acid gases from waste streams. It set up Miljø as a separate unit in 1989.

Erik Hoffmann-Petersen, president of Miljø, says FLS sees anti-pollution hardware as a big area for growth over the next decade. Miljø expects to have sales this year of about DKK450m, up from DKK360m in 1989, which according to Hoffmann-Petersen, makes Miljø Denmark's fastest expanding company, supplying environmental protection equipment. He hopes to raise revenues

above the DKK1bn level within three years.

Part of Miljø's strategy is centred on new clean-up equipment for industrial gases. An experimental system based on these ideas is due to be installed by early next year at a power station in Shawnee, Kentucky. The power station is a test plant run by the Tennessee Valley Authority, a US electricity group.

If the Danish equipment operates as planned in Kentucky, it could be scaled up to provide equipment for fitting to large, operational power stations and which would be 10 times bigger. The US Department of Energy is paying for the DKK26m clean-up system at Shawnee in a scheme to evaluate anti-pollution projects.

Removal of acid gases from many types of industrial equipment is vital to reduce acid rain and other forms of pollution. It is generally accomplished by scrubber systems. These pass flue gases through a water-based slurry of lime in big chambers. The process turns gaseous sulphur dioxide into calcium sulphate, a solid.

The new system from Miljø to be tested in the US uses the same principles as traditional scrubbers. These have been

developed by a number of companies including Mitsubishi of Japan and Sweden's Fläkt, part of Asea Brown Boveri.

Like conventional systems, the FLS hardware uses lime, which is a mixture of water with calcium oxide or calcium carbonate, to react with the gases.

The Miljø hardware, however, reduces the size and expense of the clean-up installation by changing the design of the chamber in which the chemical reaction takes place. In the equipment, the lime is directed via nozzles at the gas stream as it moves up a vertical column. That is different to conventional scrubbing systems which spray lime into the gases in a large chamber in which the gases move laterally.

The Miljø design ensures that the gases stay in contact with the calcium oxide for a longer time than in the conventional systems. It also recycles some of the lime used in the system to reduce the need for large amounts of this chemical. The equipment includes ancillary hardware to filter out ash and dust. It recirculates some of this material along with the lime via the nozzles. The pres-

ence of the ash and dust aids the chemical reaction, reducing the acid content of the flue gas, according to FLS.

The overall impact of the new design, says Hoffmann-Petersen, is to reduce the size of the complete system compared to similar equipment. That means a Miljø system can be installed for two-thirds of the price of a traditional scrubber. He envisages a full-scale gas-removal system of the kind that FLS could fit to operational power stations as costing between DKK70m and DKK150m.

Versions of the Danish clean-up equipment that will be installed in the US are already in use in six municipal incinerators in Denmark which burn household waste. The systems, which are relatively small, remove sulphur dioxide and other gases such as hydrogen chloride from the waste streams of these plants.

The importance for Miljø of its work in Kentucky is that this might give it a foothold in the large business in North America of removing acid gases from power stations. Miljø already gains 25 per cent of its revenues from the US. To help in its process of expanding there, Miljø recently

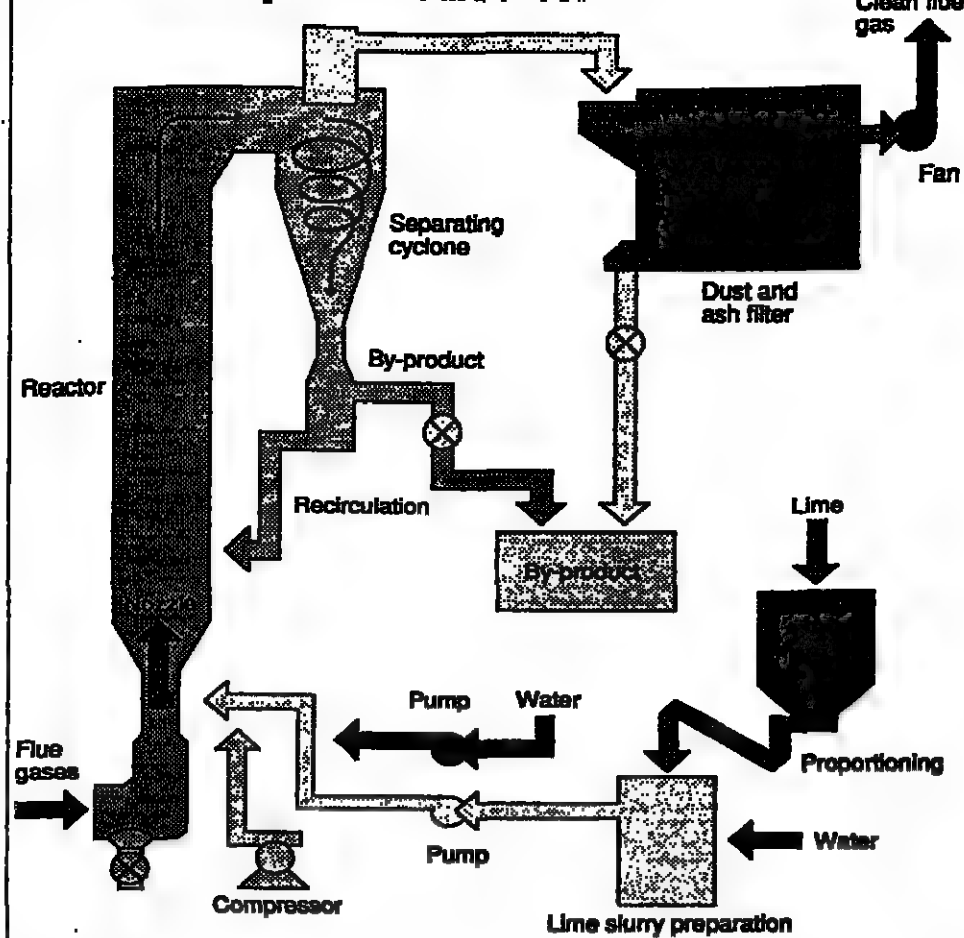
bought Airpol, a small environmental-control company based in New Jersey.

Together with the new acid-gas clean-up hardware, Miljø sells conventional scrubbing equipment which is based on Mitsubishi technology. It also sells electrostatic precipitators, which are systems for removing dust and other particles from large industrial plants such as cement works.

As part of its plans for future developments, Miljø is working on new systems for treating through incineration technology soil contaminated by chemicals and other pollutants. This is a big issue in Denmark which has some of Europe's toughest anti-pollution laws.

Miljø gains about a third of its overall sales from Denmark, where the company has built up expertise in supplying general anti-pollution technology to coal-fired power stations. The company is also strong in Sweden and Finland and is trying to expand in the Far East. It has had little success so far, however, in West Germany where much of the pollution technology business is under the firm control of German suppliers such as Lurgi and Thyssen.

FLS Gas Suspension Absorber



Clive Cookson rides a caterpillar to view a garden festival flourishing on reclaimed industrial land

Low-cost techniques help to turn Gateshead green

Giant green-and-yellow caterpillars will be crawling across the National Garden Festival site on Tyneside today, when the Princess Royal opens what is expected to be the largest tourist attraction in Europe this year.

The caterpillars are not an unwelcome insect infestation but vehicles for 4m visitors to view 200 acres of riverside landscape, transformed out of poisoned industrial wasteland at Gateshead. They are the carriages of an innovative monorail system which symbolises the festival's low-cost high-return approach to technology.

"We could have spent several million pounds on a fancy Japanese monorail system," says David Copeland, the festival's executive director. That would have taken too big a slice of his £65m budget. Instead he was the first buyer of an entirely new monorail with an industrial pedigree that could hardly be more appropriate

for a festival on the edge of the Durham coalfield.

The elevated monorail beam railway was developed by NEI Becorit, a mining equipment company based in Derbyshire which has until now specialised in building underground railways for deep mines. "With the decline in orders from our major customer, British Coal, we have decided to diversify into other markets," says Peter Cooke, the company's commercial director.

The NEI monorail is an intrinsically inexpensive system. But as the launch customer the National Garden Festival got the whole railway - including two stations, two km of elevated steel track and 10 glass-reinforced plastic trains with a capacity of 34 people each - for the bargain price of £800,000. Copeland has already sold the railway on to the Netherlands for about £700,000. After Gateshead Festival ends in October, it

will be dismantled and re-installed in 1992 at Floreada, the 10-yearly Dutch flower festival near the Hague.

The trains operate automatically without drivers. But there is no overall system computer control. Each train has a programmable logic controller (a standard industrial micro-computer) which varies its speed according to where it is on the track and how far from the train in front.

Sensors (infra-red diodes) spaced out along the track step down the electricity supply by 0.5 volts as a train passes by. The precise voltage the train receives tells it how close it is to the one in front. Its computer makes sure that the gap is never less than nine metres.

As a general principle, the festival organisers have avoided expensive high technology and gone for the minimum required to do an effective job. There is a comprehensive irrigation system, which enables staff to water

the site with automatic sprinklers.

But Andrew Legg, the horticultural director, has to decide when and for how long to run the sprinklers, with the help of soil moisture figures calculated by the government's Agricultural Development and Advisory Service. "We didn't have the money to go for a sophisticated computer-controlled system that would have read rainfall gauges and adjusted the watering automatically," he said.

Reclamation of the Gateshead site from the poisoned debris of derelict gasworks, tarworks and coke-works employed materials technology. A "capillary brake blanket," consisting of thick layers of crushed dolomite, was laid on top of the most polluted areas before clean new soil was brought in. This blanket allows water to drain from the site but blocks the upward passage of toxic chemicals. In addition to about 100 individual gardens, the festival has several

indoor exhibitions concentrating on science and technology.

● Discover the Nature of Change. Universities and polytechnics in the North East demonstrate how the local environment has changed over the last 350m years and how it will change in the future if present trends continue.

● Bodyworld. Northern Regional Health Authority puts on what it says is the world's largest interactive health education display. Animated models put over familiar themes such as healthy eating, no smoking, moderate drinking and safe sex. Dickie Heart is transformed into Richard the Iron Heart. There is even an interactive soap opera, featuring young Tynesiders, in which the storyline is decided by advice from the viewer.

● Journey to the Centre of Electricity. Northern Electric tells the story of electricity, its discovery and impact on life now and in the future.

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COMMODITIES AND AGRICULTURE

Health and harmony in the EC's single market

Tim Dickson looks at the difficult questions facing farm ministers at next week's Brussels meeting

CRUCIAL negotiations over how best to achieve a genuinely single European market in animal and animal products will resume in Brussels next week. The outcome will affect billions of dollars worth of external trade, rattle national sensitivities much more than the annual haggling over farm gate prices and have an important bearing on the ultimate success or failure of the EC's wider internal market agenda.

The heart of the problem is how to eradicate animal diseases so that member states will be persuaded that abandoning border controls come 1992 will not increase the risk of infection as other countries' pigs, cattle and sheep move freely from one part of the Community to another.

Monday's main business item for the Agriculture Council - a proposal to end vaccination against foot and mouth disease - is directly relevant to this issue. But it is only one of a still vast number of harmonisation measures that Farm Ministers have to agree in the next two and a half years, covering everything from animal and plant health, animal welfare and zootechnical standards to the hygiene conditions in which animal products are prepared.

Political progress in these sectors has been snail-like for a number of reasons, not just the extreme delicacy of the questions involved. One of the most important but least understood is the fact that decisions in the veterinary area have in practice to be endorsed by all 12 EC countries, even though the proposed legal base generally allows a qualified majority vote. The reason is a highly

technical squabble between the Council of Ministers and the Commission over the powers of implementing committees, which can only be resolved in the Council's favour if member states unanimously reject the Commission's approach.

Time, however, (1992 in this case) waits for no man. Whereas exceptions to free trade could be easily made for Britain, Ireland and Denmark when they joined the EC in the early 1970s - indeed the disease problem was seen to be the most important consideration - the overriding priority now being given to the attainment of the single market means that solutions must be found quickly.

With the predictably tortuous price negotiations now safely behind it, the Irish president of the EC has decided that it is time to make a deter-

mined push, notably in the field of animal health. Five items reasonably ripe for agreement (though not necessarily final agreement) will be discussed at next week's meeting, and the hope is that Mr Michael O'Kennedy, the Irish Farm Minister, will tie up these and several others at the newly rearranged Council on June 25 and 26.

The foot and mouth disease question will certainly be the most contentious one on Monday, even though all member states except Belgium appear to favour the Commission's approach in principle. In short the Brussels plan is that vaccination - still common in several EC countries though not in Ireland, Denmark and the UK - should be abandoned and that any outbreaks of the disease should in future be dealt with by a policy of com-

pulsory slaughter. A major reason behind this lies in the trade implications beyond 1992. At the moment, for example, important overseas customers for the EC's \$15bn of pigmeat exports like the United States, Japan and other countries of the Pacific Rim will only accept meat which comes from non-vaccinated areas. With a single European market and no internal EC border controls to keep out animals from such herds, there is rising concern that these valuable sales outside the Community could be jeopardised.

On top of this vaccination is considered unnecessarily expensive and far from stamping out the disease has been suspected in more than one case of actually causing an outbreak.

The big fear in all this is fear of the unknown, given that foot and mouth disease as one EC official admits can "spread like wildfire." That is why discussion of this issue next week will almost certainly be linked to the other main proposal, namely a framework directive to set up an EC veterinary fund. Under this the EC would be committed to paying roughly 50 per cent of the costs of urgent vaccination - a bill experts admit could in a real emergency be astronomical and would certainly dwarf the Ecu12m (\$3m) that has been provisionally set aside for foot and mouth.

Three other items on next week's agenda - one of which may be agreed - concern trade in horses, harmonised rules on access to stud books, and rules on prize money in horse racing.

Canadian mine plan sparks protests

By Bernard Simon in Toronto

TWO US Government wildlife agencies have protested strongly to the Canadian Government about plans to build one of North America's biggest open-pit copper mines in a remote and environmentally sensitive part of northern British Columbia.

The Fish and Wildlife Service warned in a letter to an Environment Canada official this week that exploitation of the Windy Craggy deposit, near the top of a 6,500 ft mountain close to the Yukon-Alaska border, "creates a potential of ultimately massive environmental loss."

Windy Craggy is owned by Geddes Resources of Toronto, shareholders of which include the two Canadian mining companies, Cominco and Noranda.

The mine would produce about 500,000 tonnes of concentrate a year. A recent exploration programme points to reserves of 165.4m tonnes averaging 1.8 per cent copper, as well as significant amounts of gold, cobalt and silver content.

Geddes initially aimed to have the mine in production by 1994, but Mr Gerald Harper, the company's president, said that the unexpectedly lengthy environmental assessment process, which will include public hearings, was likely to delay construction. Geddes itself has been holding public information meetings in several communities in Alaska and the Yukon over the past two weeks.

Mr Harper said that "there are some areas where we've acknowledged already that we don't have all the answers or need to do some more work."

The proposed mine site is between two glaciers and close to both US and Canadian wildlife parks. US environmental officials are especially concerned at the damage which acidic run-offs from the mine will do to rich salmon waters, as well as to the gold, cobalt and silver content.

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Storm clouds gather over the world's rainforests

Conservationists warn that time is running out as logging continues unabated, writes John Hunt

ACCOUNTS OF the destruction of the rainforests abound with horrific statistics. According to Friends of the Earth, forest clearance by burning could account for 30 per cent of the carbon dioxide build-up that causes global warming - the greenhouse effect.

The Fauna and Flora Preservation Society says 12.5m acres of tropical forest are destroyed or seriously damaged every year to obtain timber.

Professor Norman Myers, a leading environmental consultant, says that without an integrated world effort of sufficient scope to preserve the rainforests there is every prospect that we shall witness their demise within a few decades.

But environmentalists complain the drive to save the forests has become bogged down. These vast areas (covering 14 per cent of the world's land area in South and Central America, Africa and Southeast Asia) are still suffering the depredations of the commercial logger, the cattle rancher and peasant farmers driven from their homelands who try to scratch a living in cleared forest areas.

The current target for the "green" movement is the Tropical Forestry Action Plan, which was drawn up by the UN Food and Agriculture Organisation in 1984. Industrialised countries channel much of their development assistance through it to aid national rainforest conservation plans.

As the movement, forest loss is being the battle against deforestation but we are still hoping to turn the tide," says Mr Simon Counsell, rainforest campaigner for Friends of the Earth. Together with the World Rainforest Movement

THE VALUE OF the non-timber products in tropical rain forest is "rarely recognised," the Prince of Wales yesterday told a rain forest conference in London, organised by Friends of the Earth, writes John Madeley.

Yet the rain forests have "fascinating products" he said, that "already enrich our lives in one form or another and could enrich our lives a great deal more."

He also stressed the protection of natural wealth with such utter contempt continues to astonish me," said the Prince. The conference had been called to draw attention to the value of tropical rain forests left standing rather than cut down or burned.

Participants were told that research in the US had shown the economic value of such forests to be far greater than the value of the timber they produce.

At the Ecologist magazine, PoE has called for a moratorium on financing the plan until reforms are carried out. They say it does nothing for landless peasants or indigenous tribes and even promotes an increase in logging in the virgin forest because of its bias in favour of the timber industry.

A report from a meeting of African, Asian and Latin American environmentalists complained that the plan "totally ignored the rights of indigenous people who live and derive their livelihood from natural forests."

tainably managed forests might be more than three times that of cut forests.

"The bottom line to the idea of harvesting the rain forest," the Prince explained, "is that the cash benefits must be offset by other benefits which must be superior over a period of time to other potential uses of the rain forest."

In a thinly-veiled criticism of governments of industrialised countries, the Prince also said that in his visits last year to Venezuela, Indonesia, Nigeria and Cameroon, "I met people who care as passionately about the environment as I do but who are increasingly impatient at prosperous northern governments wearing their green hearts on their sleeve whilst doing much less than they could to assist the poorer south to protect its environments."

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management announced that it had reduced its copper production estimate for this year from 1.29m tonnes to 1.19m tonnes. But another announcement said the country's 320,000-tonnes-a-year Escondida mine would come on stream in December, 7½ months ahead of schedule. Cocoa prices surrendered some of Wednesday's gains as the decline was prompted by a downward revision in the figure for first quarter US bean grindings. But Ivory Coast unrest was still underpinning the market.

Compiled from Reuters



Prince Charles at the rain forest conference in London.

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The harvesting and marketing of forest fruits is now attracting great attention as a means of livelihood for the forest peoples and of preserving the biological diversity of these areas.

The goal is to find, collect and document valuable plants before overpopulation and destruction of habitats destroys them for ever. Economic botany is a burgeoning field of study of plants that are directly or indirectly utilised for food, fuel and medicine.

Nearly half of all prescription medicines sold in the US are based on plant products.

These products have a big commercial potential. The hybrid canna fly of Asia produces the world's largest known starch grains. The cococa - or peach tomato - grows in abundance in Peru and can be easily processed into a juice or sauce high in iron and vitamin A.

In Amazonian Brazil 13 categories of plant use were identified, ranging from human food to construction materials.

But it is a race against time to save these species. Prof Myers says that tropical forests contain at least 70 per cent of all Earth's species and extinction rates are estimated to have risen as high as 20 to 50 species a day. However, deforestation appears to have increased by 90 per cent during the 1980s.

"If tropical deforestation persists in accord with recent trends it will cause the elimination of tens of millions of species, plants and animals," he warns.

"When a species has gone, it has gone for good - and that will often be bad in terms of human material welfare."

WORLD TIN stocks, which rose by 30 per cent to 43,200 tonnes in the year to end-February, should be reduced to 37,200 tonnes by the end of 1990, said Mr Redwan Sumon, executive secretary of the Association of Tin Producing Countries.

This should be possible because the Brazilian government is curbing smuggling. Supplies from this source should be reduced to an annual 8,000 tonnes against 13,000 tonnes last year.

Brazil is the world's largest producer but is not an AITC member. China, another non-member, has agreed to limit exports to 15,000 tonnes in 1990.

MARKET REPORT

LONDON METAL Exchange prices were up across the board yesterday, though the scale of the rise was decidedly modest. Proportionately the biggest rise was in lead, where demand for nearby supplies lifted the cash price by £9.50 to £208.50 a tonne and widened the premium over the three months price from £3.50 to £8 a tonne. Copper advanced £2 a tonne following its 4-day, £170-a-tonne fall, with the cash quotation gaining £11.50 to £1,588 a tonne. Dealers said market activity was largely technical, however, and there was still a general lack of fresh buying interest. In Chile Codelco's new

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LONDON STOCK EXCHANGE

Sharp advance catches marketmakers

TRADING tensions in the UK equity market exploded yesterday when an unexpected shift towards optimism on prospects for British entry into the European Monetary System caught London marketmakers wrong-footed, and sent the market soaring by its biggest daily gain since October 1987.

Indications in a newspaper interview with Mr John Major, the UK Chancellor, that Britain was easing its stance on the EMS and its exchange rate mechanism brought demand for UK equities from Far Eastern and European investment institutions.

The FT-SE index surged ahead by 63.2 to a final reading

of 2,284.4, the highest close since January 25 but still well short of this year's high of 2,463.7 on January 3.

The unexpected upswing provided the final ignition beneath the strained technical situation in the London market, and inflicted serious trading losses on a number of securities firms which were caught short of stock. The losses suffered have heightened the pressures already caused by many weeks of low trading volume.

Once again the pressures originated in the futures market, where the FT-SE June contract rose to a premium of around 50 points. Marketmakers, alarmed by this spread and by the shortages of Footsie stocks in their trading books, were forced into the underlying market, where they had to compete with the institutional buyers.

The final spur came when Wall Street opened sharply higher after the announcement of an \$8.45bn March trade def-

cit, better than some forecasts. The market started the day slowly, with UK securities houses not greatly impressed by the press interview with Mr Major. However, the report attracted greater attention in the Far East and in Europe and, when the futures market opened strongly higher, the Footsie Index quickly extended its gain. Equities were boosted by firmness in the pound, in sterling futures and in UK gilts, all signalling hopes that full EMS entry would mean that a stronger UK currency would allow domestic interest rates to be cut sooner than expected.

The market paused briefly on the disclosure of a cumulative PSRR of £2.1bn in April, and awaited New York's opening with a 46-point Footsie gain. When Wall Street started strongly, London equities renewed their upturn, hoping for favourable news from a speech scheduled overnight by the UK Chancellor.

Trading volume was the second highest daily figure this year, as measured by the Seag total of 645.4m shares. But this incorporates both inter-dealer and customer business, and yesterday's total undoubtedly took in a high proportion of inter-market trades as securities houses battled for stock with one another.

FINANCIAL TIMES STOCK INDICES

	May 17	May 18	May 19	May 20	May 21	May 22	May 23	May 24	May 25	May 26	May 27	May 28	May 29	May 30	May 31	Year Ago	High	Low	Since Completion
Government Secs	78.49	76.91	77.05	76.95	77.05	77.05	77.05	77.05	77.05	77.05	77.05	77.05	77.05	77.05	77.05	77.05	77.05	77.05	77.05
Fixed Interest	86.93	86.13	86.13	86.07	86.03	86.03	86.03	86.03	86.03	86.03	86.03	86.03	86.03	86.03	86.03	86.03	86.03	86.03	86.03
Ordinary Shares	1785.7	1788.8	1731.6	1733.5	1708.8	1810.1	1968.3	1853.6	1854.4	1854.4	1854.4	1854.4	1854.4	1854.4	1854.4	1854.4	1854.4	1854.4	1854.4
Gold Mines	217.1	218.0	217.8	224.2	227.7	175.0	378.5	215.5	215.5	215.5	215.5	215.5	215.5	215.5	215.5	215.5	215.5	215.5	215.5
FT-SE 100 Share	2264.4	2221.1	2212.2	2214.5	2175.8	2177.3	2463.7	2103.4	2463.7	2463.7	2463.7	2463.7	2463.7	2463.7	2463.7	2463.7	2463.7	2463.7	2463.7
Ord. Div. Yield	5.12	5.27	5.27	5.25	5.32	4.37	4.37	4.37	4.37	4.37	4.37	4.37	4.37	4.37	4.37	4.37	4.37	4.37	4.37
Earning Yld % (all)	11.53	11.83	11.80	11.77	11.77	11.92	11.92	11.92	11.92	11.92	11.92	11.92	11.92	11.92	11.92	11.92	11.92	11.92	11.92
Equity Turnover (m)	10.49	10.49	10.49	10.49	10.49	10.49	10.49	10.49	10.49	10.49	10.49	10.49	10.49	10.49	10.49	10.49	10.49	10.49	10.49
Equity Bargins	30,801	24,385	22,680	22,687	20,580	32,181	32,181	32,181	32,181	32,181	32,181	32,181	32,181	32,181	32,181	32,181	32,181	32,181	32,181
Shares Traded (m)	373.8	311.6	300.1	418.6	661.2	661.2	661.2	661.2	661.2	661.2	661.2	661.2	661.2	661.2	661.2	661.2	661.2	661.2	661.2

FT-SE 100 Share	Ord. Div. Yield	Earning Yld % (all)	Equity Turnover (m)	Equity Bargins	Shares Traded (m)
2264.4	5.12	11.53	10.49	30,801	373.8
2221.1	5.27	11.83	10.49	24,385	311.6
2212.2	5.27	11.80	10.49	22,680	300.1
2214.5	5.25	11.77	10.49	22,687	418.6
2175.8	5.32	11.77	10.49	20,580	661.2
2177.3	4.37	11.92	10.49	32,181	661.2
2463.7	4.37	11.92	10.49	32,181	661.2
2103.4	4.37	11.92	10.49	32,181	661.2
2463.7	4.37	11.92	10.49	32,181	661.2
2463.7	4.37	11.92	10.49	32,181	661.2

KIO sale scented at FKI

TURNOVER IN electrical products group FKI swelled to 21m shares, surpassing the previous record daily high of 14m, as the share price gained 3 to 7p.

Early talk was that the Kuwait Investment Office (KIO) had completed the sale of its stake, estimated at over 10 per cent, in the KIO recently indicated that it was keen to reduce its holding and is thought to have been one of the sellers of FKI shares over the past few days. FKI would not confirm the Kuwaiti sale, but Mr Eric Bowers, finance director, commented, "I am led to believe that is the case."

Vague talk of stakebuilding that emerged early in the week was also repeated yesterday. However, most dealers said the buying was probably from bargain hunters, having noticed the heavy turnover early in the session.

Switch to Shell

First-quarter figures from Shell Transport were given an enthusiastic welcome. Although helped by the steep rise in the wider market, the shares were said to have attracted support from institutions and also to have been stimulated by switching out of BP. Dealers said the shares were also boosted by the stock shortage common throughout the market.

Shell's last income, on a historical basis, came out at 28.16m, compared with the 21.28m recorded in the same period last year. But, as analysts pointed out, the figure for last year included 24m from the sale of property. The net income figure was in the middle of the range of analysts' forecasts, which went from around 27.0m to 28.0m. One analyst said the figures were "operationally excellent."

Shell's last dividend, a fraction below the day's high of 46p, ending a net 11 stronger at 46.1p. Turnover expanded to 7.6m shares.

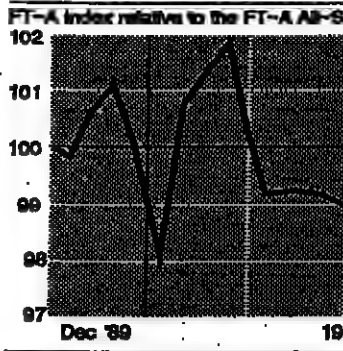
Royal relief

There was widespread relief with first-quarter results and accompanying statement from Royal Insurance, which advanced 31 to 46p on turnover of 3.4m.

The company came out with a 27m pre-tax profit, against a pre-tax profit of 24m for the same period last year, after being hit by worldwide weather disaster losses totalling £120m. Of these, the UK

Brewers & Distillers

FT-A index relative to the FT-A All-Share Index



accounted for some 294m, mainly resulting from the January and February storms.

The market had braced itself, and been warned by the company, that Royals would incur a substantial loss, but there had been suggestions in the marketplace that the losses could have been even worse and a rights issue might have been on the cards.

Andrew Goodwin of UBS Phillips & Drew described the statement, which gave the group's solvency margin as 44 per cent, as reassuring.

Reuters advance

Reuters was in the vanguard of the stock market's rise as institutions sought quality stocks, the shares advancing 50 before closing only a penny shy of that figure at 1185p. Turnover, at 1.5m shares, was higher for the stock.

Dealers said that the stock shortage evident across the market was exacerbated by Reuters's strength overnight in New York. Domestic buyers who emerged early yesterday were joined by New York's in the afternoon session, and traders struggled in vain to find willing sellers.

Agency broker Henderson Crosthwaite is holding a presentation to 18 institutions in London to demonstrate Reuters's new service: Dealing 2000 (foreign exchange) and Globex (futures). Dealing 2000 begins operations next month, with Globex due to come on stream in the autumn.

Mr Brian Newman at Henderson described as unfounded any concern that UK entry into the European exchange rate mechanism might curtail the volume of foreign trading. He said that 30 per cent of foreign trade involved either the dollar or the yen and predicted that Reuters's profits growth would

continue unabated. "We are enthusiastic buyers," said Mr Newman. "We think the shares could reach 1350p by the end of the year."

The leading food retailers were swept along by strong institutional buying, opening the gains of the rest of the market. Sainsbury added 12 at 274p, having traded 1.5m, while Asda rose 3 to 104p on a turnover of 6.8m.

Albert Fisher moved ahead 5 to 125p, as analysts visited its US operations. Iceland Frozen Foods added 9 at 288p following an upbeat annual general meeting. Morrison Supermarkets, up 2 at 160p, also improved after a positive statement by the chairman at its annual meeting.

Among the food manufacturers, investors favoured Cadbury Schweppes, up 15 at 327p, and Borden's McQuinn, 11 stronger at 282p. Mr Carl

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The leading food retailers were swept along by strong institutional buying, opening the gains of the rest of the market. Sainsbury added 12 at 274p, having traded 1.5m, while Asda rose 3 to 104p on a turnover of 6.8m.

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MINES—Contd

Stock	Price	%
Miscellaneous		
Acety Mining 9p. y	130
Warrants..... y	69
to Dominion.....	13
of last. Gold.....	437	+2
to Mining 10p. y	21	+1
by Res Corp.....	20
s. March 10c....	48
CK Inc.....	9

Stock	Price	%	D
Barrett 2p. v	24	+	
Chadwick 2p. v	15	-	
Cons. Res. 10p. v	30	-	
Consolidated Farmers	85	-	
Consolidated Nat. Sp.	16	-	
Consolidated Hops. 1p.	3	-	
Consolidated Hops. 2p.	3	-	
Consolidated Oil 10p.	30	-	
Consolidated Oil 2p.	15	-	

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...Group 5p.....	22	-2	
...Hester's (Harry).....	22		
...Hickox 5p.....	40		
...Pickford 10p.....	22		
...Remora.....	12		
...y Kids 5p.....	22	+1	
...Great Studies 1p.....	13		
...Forest Lecture 20p.....	22		
...Group 10p.....	22		
...Group.....	177		
...Magic Laila 1p.....	39		
...Ents 5p.....	84		
...Hedge 5p.....	13		
...Hedge Lecture 20p.....	22	-5	
...Hruts.....	22		
...in Group 1p.....	22		

NOTES

...denoting classifications are indicated by Alpha, Beta, Gamma, Delta, Epsilon, and Zeta. Prices are indicated, prices and set delivered prices are 25p. Estimated prices are 25p.

latest annual reports and con-
nated on half-yearly figures. Pay-
ment basis, earnings per share in-
vestigation and unreflected ACT
is indicated 10 per cent or more
"all" distribution. Coverage
tribution; this compares gross
tribution, excluding exceptional
extent of offsettable ACT. The
e gross, adjusted to ACT of 25
shared distribution and rights.

based on Stock Exchange and same degree of regulation as fully listed.

• is of supervision

• dividend after pending scrip and to previous dividend or forced reorganization in progress

• stable

• firm; reduced final and/or dividend; cover on earnings up to 100%.

• for conversion of shares not ranking only for restricted dividend; not allow for shares which are in future date. No P/E usually

France. Fr. French France (99%)

• 1991 Bill Rate stays unchanged

• 1991 Bill Rate stays unchanged

a Dividend rate per share
 b Dividend based on dividend
 c Flat yield
 d Assumed dividend
 e Yield after scrip issue
 f Earnings higher than
 g Earnings based on pretax
 h Exclude a special payment
 i Relates to previous dividend
 j Forecast, or estimate
 k Based on previous year's earnings
 l Dividend cover in excess of 100%
 m Emergent terms
 n Dividend and
 o Cover does not apply to special
 p Preference dividend passed
 q Minimum tender price
 r Dividend
 s Other official estimates for 1988
 t After pending scrip and
 u Based on prospectus or other
 v Dividend and yield based on pro

REGIONAL AND IRISH STOCKS—A selection of Regional and Irish stocks being quoted in Irish currency.

890	Carroll (P.J.)
530	Hall (R. & H.)
1290	Heflon Higgs
		IRC
		United Drug

ADDITIONAL OPTI
3-month call rates

890	Racial Elect
530	IBM
1290	

	Rank Org Unit
39	Reed Intl., c/o B&B
40	STC.....
51	Sears.....
53	SmK1, Bechtam
84	TI.....
85	TSE.....
36	Tesco.....
49	Thorn EMU.....
19	Trust Homes.....
23	T&N.....
38	Uniflex.....
42	Vickers.....
25	Welcome.....
27	
48	
40	Brit Land
24	Control Sur

68	Land Securities
7	MEPC
21	Mountleigh
98	
18	
56	
45	
33	Asiatic Petroleum
19	Brit. Petroleum
18	Burmah Oil
25	Conoco Petroleum
85	Garfield Res.
25	Premier
34	Shell
26	Tasman Res.
22	Ultramar
52	
17	

27	Leorio
29	RTZ
50	
37	

日期	姓名	性别	年龄	职业	住址	电话	备注
1980.10.10	王德胜	男	45	工人	XX路XX号	XXXX	
1980.10.11	李小明	男	30	学生	XX路XX号	XXXX	
1980.10.12	张小红	女	25	教师	XX路XX号	XXXX	
1980.10.13	赵大刚	男	50	干部	XX路XX号	XXXX	
1980.10.14	孙小丽	女	20	学生	XX路XX号	XXXX	
1980.10.15	周国强	男	35	工人	XX路XX号	XXXX	
1980.10.16	吴小芳	女	28	教师	XX路XX号	XXXX	
1980.10.17	郑大伟	男	40	干部	XX路XX号	XXXX	
1980.10.18	冯小娟	女	22	学生	XX路XX号	XXXX	
1980.10.19	陈国强	男	38	工人	XX路XX号	XXXX	
1980.10.20	周小梅	女	26	教师	XX路XX号	XXXX	
1980.10.21	吴大刚	男	42	干部	XX路XX号	XXXX	
1980.10.22	冯小娟	女	24	学生	XX路XX号	XXXX	
1980.10.23	陈国强	男	36	工人	XX路XX号	XXXX	
1980.10.24	周小梅	女	28	教师	XX路XX号	XXXX	
1980.10.25	吴大刚	男	44	干部	XX路XX号	XXXX	
1980.10.26	冯小娟	女	26	学生	XX路XX号	XXXX	
1980.10.27	陈国强	男	38	工人	XX路XX号	XXXX	
1980.10.28	周小梅	女	30	教师	XX路XX号	XXXX	
1980.10.29	吴大刚	男	46	干部	XX路XX号	XXXX	
1980.10.30	冯小娟	女	28	学生	XX路XX号	XXXX	
1980.10.31	陈国强	男	40	工人	XX路XX号	XXXX	

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GUIDE TO UNIT TRUST PRICING

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July 1945

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Prices are in pence unless otherwise indicated and those denominated in dollars prefer to refer to the dollar. Various provisions for all buyers and holders of units of capital insurance limited plans subject to capital gains tax on sales. In distribution free of UK taxes, a Periodic premium plan, a Single premium insurance, a Dividend plan includes provision, except after a company's previous year's price, its Gains history, or a Supplemental yield before Jersey tax, £1x-substitution if fully available to charitable bodies, £1x column shown unutilized.

(*) Funds not still recognized. The regulatory authorities for these funds are: Gateway: Financial Services Commission, Isle of Man; Financial Supervision Commission, Jersey; Investment Management Commission, Jersey; Administrative Commission, Jersey.

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

EMS speculation boosts pound

PUBLICATION of the March US trade figures meant that the dollar would almost certainly be at centre stage yesterday, but sterling pushed the dollar out of the spotlight on speculation about early UK membership of the Exchange Rate Mechanism of the European Monetary System.

Dealers said comments made in a press interview by Mr John Major the UK Chancellor, contained nothing very surprising. He reaffirmed that Britain is looking seriously at joining the ERM, but the market reacted because this was said so soon after Mrs Margaret Thatcher, the UK Prime Minister, suggested that she no longer opposes a move towards full EMS membership.

Mrs Thatcher indicated at the weekend that the timing of any decision is in the hands of the Chancellor.

The pound rose sharply after Mr Major said that Britain's inflation level would determine the date of membership, but he pointed out that underlying inflation - stripping out mortgage rates and the new poll or local tax - is lower than the figure shown in the monthly retail price index.

The market's view that momentum towards joining the ERM is increasing was reinforced by Sir Geoffrey Howe, the Deputy Prime Minister. He said inflation was the final hurdle to sterling's entry, and like Mr Major highlighted the fact that Britain's underlying inflation rate is not as far out of line with the European average as the RPI suggests.

Rumours circulated that the beginning of July would see full British EMS membership, but in yesterday's euphoric atmosphere - when the Bank of England had to caution the money market against looking for an early cut in bank base rates - this seemed to be another example of the market getting too far ahead of events.

The reason for July may have been that German monetary union is due to take place at the same time, giving the pound a favourable window of opportunity against a vulnerable D-Mark. City analysts pointed out however that the European Community is unlikely to welcome sterling into the ERM on the same day that monetary union creates such a potentially destabilising influence on the monetary system.

At the London close the pound had gained 1.15 cents to \$1.6905. It advanced to DM2.7850 from DM2.7575; to SF2.3750 from SF2.3500; and to Y257.25 from Y254.00. Sterling's index gained 0.7 to 88.1. The dollar gained some benefit from the weakening of the D-Mark against sterling, helping the US currency to shrug off disappointing trade data. The US trade deficit widened in March to \$8.45bn from \$6.10bn. A shortfall of around \$7.8bn was expected, but with attention focused on sterling there was little reaction to the figures. The dollar rose to DM1.6475 from DM1.6430; to SF1.5500 from SF1.5375; and to Y152.25 from Y151.35. Its index was unchanged at 66.9.

EURO CURRENCY INTEREST RATES

May 17 Short term 7 days notice One month Three months Six months One year

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Geneva 143-144 143-144 143-144 143-144 143-144 143-144

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Avila 143-144 143-144 143-144 143-144 143-144 143-144

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Pontevedra 143-144 143-144 143-144 143-144 143-144 143-144

Vigo 143-144 143-144 143-144 143-144 143-144 143-144

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EURO CURRENCY INTEREST RATES

May 17 Short term 7 days notice One month Three months Six months One year

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The reason for

CANADA

[illegible]

Oslo (02) 678310
And ask Kari Berg at Narvesen Info Center
for details.

3pm prices May 17

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

[illegible]

Continued on Page 45

کتابخانه ملی ایران

NASDAQ NATIONAL MARKET

3pm prices May 17

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3pm prices

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FINANCIAL TIMES
EUROPE BUSINESS NEWSPAPER

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AMERICA

Equities come off highs as profit-taking sets in

Wall Street

EQUITIES moved sharply higher yesterday morning, encouraged by active buying related to stock index arbitrage, but came off their peaks at mid-session as profit-taking set in, writes Janet Bush in New York.

At 4pm, the Dow Jones Industrial Average was quoted 9.95 higher at 2,829.83 on moderately active volume of 111m shares, having stood more than 25 points higher in mid-morning. The Dow had closed 2.77 points lower on Wednesday at 2,819.83.

After stabilising over the previous two sessions, the stock market had been expected to move higher, particularly given a strong performance by equities overseas. A large proportion of the morning gains, however, came as stock index futures surged to large premiums to their underlying stocks, prompting selling of the futures and buying in the cash market.

The buying came in spite of a wider than expected US merchandise trade deficit in March of \$8.45bn from a revised \$6.10bn in February, slightly lower than the \$6.9bn shortfall previously reported.

Among featured stocks yesterday was Sotheby's, the auction house, which was the

most actively traded stock on the New York Stock Exchange yesterday morning. The stock added \$1 to \$19.95 in advance of a major sale yesterday evening of impressionist and modern paintings which was expected to attract record prices.

American Telephone & Telegraph gained \$4 to \$43.75 on news that its international unit

is part of a consortium chosen by Japan's Nippon Telegraph

to jointly develop a digital mobile telephone system.

Federal National Mortgage Association gained \$4 to \$39 after a key measure of the company's profitability widened in

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the NYSE jumped \$1% to \$33% on news that the bank is in discussions to acquire Europenne de Banque from Crédit Commercial de France. This deal would more than double Natwest's network in France.

On the over-the-counter market, DST Systems jumped \$1% to \$14% on news that Kansas City Southern Industries had

offered to pay \$14 a share for DST's publicly-held shares. Kansas City already owns 87.1 per cent of DST.

Canada

TORONTO stocks fell from early highs at mid-session. Oil shares boosted the market while gold shares faltered. The composite index rose 15.8 to 3,502.5 on lower volume of 11.5m shares as investors

retreated before the Victoria Day long weekend. Advances led declines 240 to 177.

Placer Dome lost 3% to C\$18% after saying it expected output to be about 1.4m ounces in 1990, 100,000 ounces higher

than market expectations. The banking sector improved, led by the Royal Bank, up 3% to C\$21%, the National Bank, up 3% to C\$9, and the Canadian Imperial Bank of Commerce, up 3% to C\$27. Unicom

was unchanged at C\$4.15 after reporting a jump in first quarter earnings to 10 cents from five cents a share.

Utilities posted the steepest gains, followed by banks and properties. The first anniversary of the June 4 bloodshed in

Peking was still in investors' minds.

TAIWAN, fearing that the rising US dollar would accelerate capital outflows, saw the weighted index down another 131.97, or 1.6 per cent, after a

510.41 fall on Wednesday. Its close of 7,927.17 was the lowest since July 15 last year.

The banking and food sectors both dropped by 2.6 per cent, as volume fell from 1.6m shares and NT\$125m to 1.3m and NT\$95m.

MANILA was depressed by divided sentiment in the fourth day of talks concerning the US military base in the Philippines. The composite index dropped 14.49, or 1.5 per cent to 960.43, in light of moderate volume.

In more optimistic territory, SEOUL continued its recovery as investors took heart from government measures to stabilise the market; the composite index closed 16.56 higher at 773.43 in heavy volume of 18.6m shares and 900m won.

BANGKOK'S SET index put on 14.76 to 908.79 in heavy turnover dominated by the construction (like on price grounds by foreign investors), insurance and finance sectors.

BOMBAY's stock exchange index fell 16.54 points to 770.36 after anticipated relief was not announced during a debate on the 1990/91 budget. Share prices fell on a broad front, also affected by Prime Minister

Vishwanath Pratap Singh's warning that the situation along the border between India and Pakistan was explosive.

A bourse kept afloat by private investors

John Burton on the Stockholm stock market's recovery from its fall earlier this year

THE Stockholm stock market is recovering from its fall during the first quarter of 1990, although the Affärsvärlden index is still 3 per cent below where it was at the end of 1989, when it finished at 1,262.0.

The bourse's performance for the rest of the year is expected to remain lacklustre. Investors may have to wait until next year, when the tax reform makes its full impact, to see market activity blossom.

The bourse's recent climb from this year's low of 1,121.2 on April 2 to yesterday's 1,225.0 is due to a variety of short-term factors, the latest of which was the Riksbank's decision to lower the discount rate by one percentage point to 11 per cent, following a downward trend in market rates.

A few major deals have also pushed the index upwards, including Stora's acquisition of Förelund in West Germany and the Victorias' takeover of Saab-Scania. Several Swedish companies have

reported favourable results, including Ericsson, the exchange's star performer, which revealed a 94 per cent increase in profits during the first quarter.

Ericsson's results would seem to prove the point that most Swedish multinationals are largely protected against the country's economic problems, which are characterised by a low growth rate and high inflation, due to their sizeable international operations.

However, corporate forecasts for the year suggest profit growth is slowing down after seven straight years of record advances.

This reflects demand weakness in the North American markets as well as Sweden's high production costs harming exports. Poor first quarter results from Volvo and Electrolux, released yesterday, illustrate the problem.

Institutional investors are continuing to direct their money abroad, with the monthly outflow having doubled to SKr6.2bn during the first quarter, although they are still hunting for bargains at home. However, these are few and far between, with most Swedish stocks considered

overvalued at the moment. As a result, they are eagerly awaiting an expected crop of new share issues after a relatively dry period during the past year.

EUROPE

Frankfurt lags behind as most bourses rise

A NUMBER of bourses found reasons to rise yesterday, leaving the recently dominant Frankfurt looking uncomfortable, indecisive and out of touch, writes our Markets Staff.

PARIS closed higher on a combination of futures-related buying and renewed foreign interest in blue chips. The CAC 40 index ended 33.24 higher at 2,103.94, just below the day's

high of 2,105.58 with volume estimated at well over FF30m. Total built on Wednesday's gains and closed FF76 higher at FF719 on growing rumours of a rights issue while Lafarge, which rose sharply at the start of the week, closed only FF1 better at FF769. Big trading in Lafarge shares continued to be strong, with 392,490 shares changing hands.

Hasas, the advertising company, rebounded FF737 to FF764 after last week's losses and followed by banks and properties. The first anniversary of the June 4 bloodshed in

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Vishwanath Pratap Singh's warning that the situation along the border between India and Pakistan was explosive.

Late in the day Paris had jumped FF12 to FF761, after being flat for most of the day, as a large order hit the market.

MILAN started the new trading account in a positive mood and shares gained across the board. Sentiment was encouraged by renewed interest from abroad and a growing belief that data from the mutual funds due soon would be better than expected. Turnover was estimated around a healthy

L400m. The Comit index rose 8.21 to 781.21.

A large amount of stocks went ex-dividend yesterday while IRI and Italmobiliare eased as their capital increases came into play. IRI fell 1305 to 110,285 and Italmobiliare lost 14,600 to 121,600.

Among featured stocks, Generali attracted both foreign and domestic demand and

closed L1,150 higher at L43,140. Fiat however once again lagged, only managing to rise L26 to L10,285 though it advanced after hours.

Shares of Mr Carlo De Benedetti's holding company added L115 to L5,835 on continued expectations that the financier would soon sell his stake in Société Générale de Belgique.

STOCKHOLM ignored dismal results from Electrolux and Volvo to close higher in active trade, following a decision by the central bank to cut the discount rate to 11 per cent from 12 per cent. The Affärsvärlden rose 12.8 to 1,225.0 on turnover of SKr420m. Ericsson and Astra dominated trade, with the former B-share rising SKr46 and SKr7 to SKr1,088 and SKr462 respectively.

Volvo shares firmed in spite of a weak first quarter result, with the B share rising SKr3 to SKr318. Electrolux rose 2's were unchanged at SKr250 after reporting a 41 per cent drop in first quarter net profit.

FRANKFURT closed virtually unchanged in thin dealing, but after a sizeable drop

in the pre-market and in the first hour or so minutes of official trading, which saw leading companies like Veba and Volkswagen moving within ranges of 2 or 3 per cent.

The DAX index closed a mere 0.19 lower at 1841.58, after an intraday fall of nearly 20 points, and a drop of 8.14 to 776.50 in the FAZ at mid-session. Overall, market volume fell by DM25m to DM5.6m.

With Deutsche Bank going ex-dividend, the technical picture of its new and old shares tailed off, although it still traded in DML1bn, down from DML1.5bn on Tuesday as the shares eased DM7 to DM76.50.

Among other banks, Commerzbank eased DM1.50 to DM284.50, while Dresdner firmed DMI to DM431.

"When you buy, there's no supply, and when you want to sell there are no buyers," complained a London broker, who noted a massive order for Karstadt, the department store group, put DM20 on the share price which closed DM13 higher on the day at DM694.

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reported favourable results, including Ericsson, the exchange's star performer, which revealed a 94 per cent increase in profits during the first quarter.

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How top executives' pay varies in Europe

By Michael Dixon

WHICH European country's senior managers will be the first to overtake the Swiss in the real pay stakes?

Until this week, the Jobs column's money would have been on the Italians. But the latest Europe-wide pay survey by the Brussels arm of the international Wyatt consultancy has revealed a surprise contender: Spain, which has had a Socialist Government since 1982.

Some results from the survey of top executives in 1,158 assorted companies are given in the table alongside. As it is limited to but 12 of the 17 countries, and three of the nine sorts of directors covered by the study. So while similar figures for two more sorts — production and finance heads — will appear in the FT's Accountancy column tomorrow, anyone wanting the full findings will need to contact Wyatt's René De Maesseneer at 273 Avenue de Tervuren (Box 4), 1150 Brussels, Belgium; tel (02) 771 89 10, fax (02) 762 37 43.

Besides the basic salaries of company chief executives and directors of marketing and personnel, the table shows their total cash pay including bonuses etc, and a rough measure of their buying power. It is calculated by taking the total cash pay, deducting the particular

country's standard tax and social security charges for a person of that income who is married with two children, then adjusting the result in line with Wyatt's index of international differences in prices — with the important but unavoidable exception of housing costs.

Other currencies have been converted to sterling at the London market's closing rates of May 9.

The table's left-hand three columns of figures refer to the lower-quartile executive, who would be a quarter of the way up from the foot of a ranking of all in the same category and country. Next come the median manager mid-way in the ranking, and the upper-quartile one a quarter way down from the top. The standard averages for each group are on the right. Countries are ranked by their chief executives' average buying power.

By that admittedly far from perfect measure of real pay, Switzerland's chiefs still top the heap. But Spanish marketing and personnel directors, with their much lower living costs, have already overtaken their Swiss counterparts. So, for that matter, have Spain's directors of finance, sales, production, engineering, and administration.

COUNTRY	JOB CATEGORY	LOWER QUANTILE			MEDIAN			UPPER QUANTILE			AVERAGE		
		Basic salary £	All cash pay £	Buying power £	Basic salary £	All cash pay £	Buying power £	Basic salary £	All cash pay £	Buying power £	Basic salary £	All cash pay £	Buying power £
SWITZERLAND:	Chief executive	81,858	91,559	41,287	89,164	114,006	48,179	118,473	144,785	60,554	102,783	124,479	52,893
	Marketing director	55,339	62,210	30,088	64,882	71,712	33,747	75,047	86,578	39,511	71,075	79,525	36,904
SPAIN:	Chief executive	60,283	61,659	29,822	68,436	73,581	34,631	75,833	89,361	40,426	68,165	74,571	35,092
	Marketing director	54,797	58,777	28,628	60,873	77,140	48,339	89,513	101,888	51,340	74,304	83,648	32,166
WEST GERMANY:	Chief executive	41,282	46,299	33,853	50,052	53,353	37,288	58,854	71,528	45,404	55,035	60,294	40,838
	Marketing director	37,355	40,087	30,173	48,353	50,522	35,554	58,289	64,292	42,862	49,414	53,115	37,123
ITALY:	Chief executive	70,078	81,474	39,182	86,817	99,091	45,860	106,005	126,573	54,108	89,372	107,469	48,402
	Marketing director	48,451	50,010	25,478	58,988	67,527	33,506	74,851	83,767	40,285	62,082	69,307	34,388
FRANCE:	Chief executive	49,728	50,687	25,420	54,981	60,496	30,940	65,864	70,654	35,082	58,504	62,682	31,580
	Marketing director	57,124	65,397	36,312	71,848	81,375	44,328	91,159	112,160	59,084	75,266	87,008	47,712
UNITED KINGDOM:	Chief executive	38,861	42,117	24,819	47,731	53,955	30,630	61,228	71,151	38,987	52,526	57,648	32,427
	Marketing director	48,517	40,223	23,705	47,014	50,530	28,875	52,217	57,879	32,613	46,785	49,797	28,455
LUXEMBOURG:	Chief executive	57,413	66,719	36,841	70,797	81,171	43,247	84,238	106,176	51,347	75,548	90,388	45,681
	Marketing director	42,055	44,058	28,000	46,694	54,699	31,386	56,497	68,218	36,366	53,404	59,424	33,608
AUSTRIA:	Chief executive	35,917	38,512	23,044	44,775	48,027	27,950	52,604	54,942	31,524	46,043	48,728	28,358
	Marketing director	42,000	47,250	31,658	50,470	60,550	38,358	66,770	84,580	54,118	69,840	72,760	46,560
NETHERLANDS:	Chief executive	31,890	35,950	24,806	38,980	41,780	26,397	46,800	53,630	36,528	43,620	51,510	33,987
	Marketing director	28,440	30,360	21,568	31,850	34,670	20,680	41,750	46,030	30,840	35,080	36,280	28,039
PORTUGAL:	Chief executive	29,141	35,259	38,170	66,713	81,104	44,376	83,190	102,138	52,038	73,304	85,687	46,082
	Marketing director	36,808	40,053	27,563	47,850	50,687	32,432	56,573	70,254	39,767	52,568	56,783	34,213
IRELAND:	Chief executive	36,599	39,965	27,523	39,965	48,519	31,593	55,408	65,714	38,437	44,808	51,168	32,341
	Marketing director	57,889	62,083	28,220	76,809	86,689	38,747	94,546	109,951	48,312	78,522	88,705	39,648
BELGIUM:	Chief executive	38,732	41,581	19,836	52,417	53,916	24,616	69,785	72,784	32,532	64,226	68,811	28,253
	Marketing director	41,823	43,629	20,402	55,554	54,404	25,178	64,048	66,392	29,723	53,854	56,522	25,704
NETHERLANDS:	Chief executive	58,470	64,821	29,108	72,243	81,323	35,253	84,854	101,656	43,128	76,071	88,320	34,182
	Marketing director	40,808	43,344	21,477	47,062	49,873	23,719	56,184	60,456	33,777	49,281	51,913	24,787
NETHERLANDS:	Chief executive	37,494	39,887	20,482	48,915	49,598	24,114	58,489	59,392	27,288	48,365	51,091	24,985
	Marketing director	55,074	61,209	28,156	67,823	78,765	31,637	86,240	98,018	37,700	73,164	83,681	33,615
NETHERLANDS:	Chief executive	38,176	43,103	20,262	51,972	56,337	24,557	63,734	69,360	28,455	53,820	57,809	24,705
	Marketing director	37,301	40,508	19,389	46,941	50,167	22,298	58,850	61,840	28,428	48,712	52,112	23,181
NETHERLANDS:	Chief executive	20,801	21,955	20,673	28,503	32,124	28,818	37,978	43,852	37,409	31,568	34,478	30,422
	Marketing director	18,973	18,545	18,579	22,056	24,628	23,001	26,312	28,285	25,789	22,595	24,384	22,591
NETHERLANDS:	Chief executive	14,957	15,535	15,328	18,195	18,958	18,693	24,224	26,882	23,598	20,489	21,412	20,153
	Marketing director	42,192	45,672	24,059	47,210	50,967	28,394	58,874	67,856	33,322	51,272	56,528	28,786
NETHERLANDS:	Chief executive	37,979	33,029	18,874	40,530	43,550	23,330	41,728	48,094	24,908	36,476	40,705	22,702
	Marketing director	32,388	33,914	19,380	38,362	41,113	22,025	43,707	46,508	24,501	38,552	41,147	22,042

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The Bank of New York, with a history of excellence that spans over 200 years, is looking for a marketing officer with a minimum of three years experience. The individual will be credit trained and have experience in marketing a range of credit and non-credit services to multinational corporations. A highly motivated salesperson with the ability to develop new contacts and cultivate existing relationships will find the position challenging and rewarding.

The position will be based in London and will require regular travel, principally within the U.K.

A highly competitive compensation and benefits package is offered. Please forward detailed curriculum vitae to:

Maria Gigli
Personnel Officer
The Bank of New York
46 Berkeley Street
London W1X 6AA



SALES EXECUTIVE

required to manage a London Branch of an established Scandinavian based major credit card manufacturer. Experience preferred but not essential.

Interested applicants should reply together with their c.v. to Box AB14, Financial Times, One Southwark Bridge, London SE1 9HL.

SPOT F/X DEALER

A Leading Force in European Banking

Our Client is a substantial European Bank and a major participant in the global trading markets.

Its London trading operations continue to expand and current requirements call for the recruitment of an accomplished foreign exchange dealer to complement its professional team. Preferably in your early/mid 20's, you should possess a minimum of 2 years' active experience trading a major currency - exposure to cross currencies would be a distinct advantage.

This represents a truly outstanding opportunity to develop a long-term career with one of the world's soundest banking institutions, and the salary and benefits will reflect fully your capabilities and potential.

Contact Norman Philpot in confidence
on 071 248 3812

NPA Management Services Ltd

12 Wood Street, London EC2M 4TP. Tel: 071 248 3812. Fax: 071 248 3825.
Management Consultants - Global Search

Jonathan Wren Leasing

MIDDLE TICKET MARKETING

The UK leasing subsidiary of an international bank is seeking an additional Marketing Executive. The successful candidate, aged 28 to 35 years, should demonstrate extensive experience of sourcing, structuring and closing non-standard leasing transactions within the £1 million to £10 million range.

Sound negotiating skills coupled with proven technical ability will enable the appointee to take full advantage of this excellent opportunity to develop and progress within a rapidly expanding company. *Basic salary in the region of £40,000 plus bonus plus full banking benefits.*

Please contact Keith Snow or Peter Haynes
All applications will be treated in strict confidence

LONDON HONG KONG MIDDLE EAST SINGAPORE SYDNEY

Jonathan Wren

Recruitment Consultants
No. 1 New Street, (off Bishopsgate), London EC2M 4TP
Telephone: 071-625 1266 Fax: 071-626 5259

SALESMEN

AN OPPORTUNITY TO SWITCH TO EUROPE

Our client, a major international brokerage house is seeking a number of salespeople to join their well established and experienced sales team in Paris. The position would involve broking their highly rated French equity research to English speaking international clients.

Experience of the French market is not a prerequisite and our client will consider candidates with a good record in other markets who wish to move to Paris. A reasonable knowledge of French is however required, as it is the working language of the office.

A good basic salary with a strong performance related bonus along with relocation expenses will be offered to the right candidate.

For an initial talk in confidence, please contact William Dickens.
20 Cousin Lane, London, EC4R 3TE. Tel: 071-236 7307.
Fax: 071-489 1130.

STEPHENS ASSOCIATES

SEARCH & SELECTION SPECIALISTS IN SECURITIES & INVESTMENTS

CHIEF DEALER

Set up swaps desk
to £120k - benefits

Japanese securities house entering a further period of growth seeks a "guru" to establish swaps desk and set up new team. This demands a senior swaps trader with minimum 2 years good market experience, now seeking further responsibility. MIA desirable.

BOND SALES

Age 29+ to £60,000 + generous guaranteed bonuses + banking package

Expanding securities subsidiary of old established European Bank look to recruit an experienced, ambitious salesperson with broad knowledge of fixed income markets and good institutional client base. This offers opportunity to join an environment without restrictions, neither on geographical sales areas or on total remuneration package. There will also be the benefit of substantial research material provided by head office.

For further information concerning the above vacancies please telephone SANDRA CLARK on 377-5046.

LJC BANKING APPOINTMENTS

Devonshire House,
146 Bishopsgate, EC2M 4JX

LJC

KING'S COLLEGE LONDON

The Management Centre
LECTURERS IN
MANAGEMENT STUDIES

Salary scale: Lecturer 'A' up to
£17,130 (exclusive),
Lecturer 'B' up to £22,230
according to age,
experience &
qualifications

Specialisms: Management and
Organisational Development
OR Management Science
Accounting OR Economics

Two enthusiastic and innovative teachers/researchers will be appointed to our expanding Management Centre from 1 October 1990. One will specialise in Management and Organisational Development OR Management Science (although their experience may be in other management areas); the other in Accounting OR Economics. They will teach on our BSc, Masters and Postgraduate Management degrees, and undertake research or consultancy. They may be qualified academics of people with a degree currently working in business or consultancy.

Applications and further particulars are available from:
Mr J Aig, Head of the
Management Centre, King's
College London, Strand,
London WC2R 2LS.
Telephone: 636 5484

Closing date for receipt of
applications 31st May 1990.

STILL ENJOYING THE CITY?

Small but fast growing Fund Management Group require an experienced Private Client Fund Manager to cope with expansion. Over 300 miles from London yet in close touch with all financial markets. Replies in confidence to:

Mrs Anne Griffiths,
Border
Financial Services,
1 Roskill Business
Park, Cuddesley,
Cumbria CA1 2ST

Nous sommes une entreprise de services, leader européen dans le domaine de la location de voitures courte durée. Nos chiffres parlent d'eux-mêmes : 4 milliards de CA, 4 500 personnes, 55 000 véhicules.

Nous faisons directement avec les autres intervenants, après analyse des besoins et choix des orientations, vous participez activement à la mise en place des programmes d'assurances flottes. Vous assurez le contrôle des décisions prises au niveau des placements effectués ainsi que leur gestion. Vous en analysez les résultats et vous négociez les contrats annuels d'assurance. A 28/30 ans, diplômé de l'enseignement supérieur (Bac + 4, Ecoles de gestion), vous possédez une première expérience d'au moins trois ans dans le domaine de l'assurance et si possible dans la gestion de grands comptes. La maîtrise parfaite de l'anglais est indispensable. La pratique d'une troisième langue sera un plus.

Un diplôme d'actuaire optimisera votre candidature et la connaissance de l'outil informatique sera appréciée. En nous rejoignant, vous évoluerez avec une grande autonomie dans une entreprise offrant de multiples perspectives de carrière dans le domaine international.

Merci d'adresser votre dossier de candidature sous la réf. T 157 V/PT, à Sabine Tripodi, OC Conseil, 15 rue du Louvre, 75001 Paris, France.

OC CONSEIL
RESSOURCES HUMAINES

Europcar
INTERNATIONAL

Risk Manager H/T

NATIONAL AIDS TRUST

FUND-RAISING DIRECTOR

THE NATIONAL AIDS TRUST is seeking a talented professional to be their Director of Fund-Raising. This senior post carries responsibility for establishing and managing a team of experienced fund-raisers in the fields of events, corporate fund-raising, trusts and merchandising.

The successful candidate will thrive on challenge. They will have management experience at a senior level, will have demonstrated the ability to plan strategically and to develop and promote ideas effectively. They will have a minimum of five years experience in either fund-raising or sales/marketing.

Salary, commensurate with experience, within the range of £25-30k.

Further information/application forms from Helen Hughes, NAT, Room 1432 Euston Tower, 286 Euston Road, London NW1 3DN. Tel (071) 388 1188 ext 3940 or 388 5373.

Closing date: Friday May 25th 1990
NAT seeks to be an equal opportunities employer.

TREASURY MANAGER LONDON OFFICE OF QUOTED US CORPORATION

c.£28,000 + CAR

RESPONSIBILITIES:

FX EXPOSURE MANAGEMENT
CASH MANAGEMENT
BANKING RELATIONSHIPS
TRADE FINANCE
BANK BALANCE REPORTING

EXPERIENCE/EDUCATION

MINIMUM 2 YEARS GENERAL TREASURY EXPERIENCE
ACCOUNTING EXPERIENCE AN ADVANTAGE
DEGREE OR SIMILAR
A.C.T. (STUDENT/FINALIST)
COMPUTER LITERATE

PLEASE FORWARD CURRICULUM VITAE IN CONFIDENCE TO:
MISS J. REYNOLDS, 156 THE CIRCLE,
QUEEN ELIZABETH STREET, LONDON SE1.



International Finance Group

An opportunity has arisen for a graduate with two to three years' experience to join Barings' International Finance Group as a member of the London based team responsible for capital markets and corporate finance activities in France and Italy.

The successful candidate will initially be required to assist with analytical work and with the preparation of proposals for clients in these countries; at a later stage, it is expected he or she will take increasing responsibility for marketing, involving frequent travel to visit clients abroad.

In particular, candidates will need to demonstrate the following:

- A fluent command of both French and Italian.
- A successful career to date including at least two years' experience with a bank, stockbroker or other financial institution.

The salary will be negotiable according to experience but will include mortgage subsidy, non-contributory pension and BUPA membership. Interested candidates should write in confidence, enclosing a CV to:

Francis Coles,
Barings Brothers & Co., Limited,
8 Bishopsgate, London EC2N 4AE.

A Major European Investment Bank Corporate Finance

Managers

The continued success of the corporate finance department of our client, a leading European investment bank, has resulted in a major period of expansion. As part of this planned growth, we have been retained to advise them on the recruitment of a number of managers and executives. The department is involved in the full range of corporate financial activity including: mergers & acquisitions, flotations and listings, rights issues and debt raising, MBOs/LBOs and divestments both in the domestic and international markets. Managers will have already gained between two and four years' directly relevant experience. Such experience should include responsibility for structuring and running deals and will have been gained within another leading institution. Executives will be either

qualified ACAs or Lawyers. All candidates should be capable of demonstrating a track record of success to date.

In return rewards are excellent, prospects clearly defined and bonuses high.

Applicants' names will not be released to our client without prior permission.

For further information regarding these positions, call Penny Bramah on 071-831 2000. Alternatively, write to her at Michael Page City, Page House, 39-41 Fetter Lane, London EC2B 5LH, enclosing a full curriculum vitae.

MP

Michael Page City

International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

UNIT TRUST SALES

Save & Prosper is seeking to expand its specialist unit trust sales team based at its Head Office in London, selling to Stockbrokers and other private client Investment Managers.

The successful candidates will have previous experience in stockbroking or unit trust sales to Investment Managers.

Please write with full c.v. to: Paul Stone, Personnel Department, Save & Prosper Group Ltd, 1 Finsbury Avenue, London EC2M 2DY.

SAVE & PROSPER
THE INVESTMENT HOUSE

MANAGEMENT CONSULTANTS - SEMINAR SPEAKERS

This leading international business training organization is seeking manufacturing and management consultants to prepare and present two to five day courses on specific topics in the following areas:

- STRATEGIC MANAGEMENT
- MARKETING AND SALES
- LEGAL AND REGULATORY ISSUES
- INFORMATION TECHNOLOGY

Candidates should have an in-depth knowledge of their field and relevant seminar/conference speaking experience.

Please reply in strict confidence to Box A823, Financial Times, One Southwark Bridge, London SE1 9HL

DIRECTOR - FINANCIAL PLANNING

ABOVE £30,000 + CAR

DERBYSHIRE

This is a new and challenging appointment with our client, Derbyshire College of Higher Education, who are seeking to enhance their commercial orientation towards an independent conduct of their financial affairs and operations.

Reporting to the Director of the College your duties will be varied and wide ranging including: financial management, budgetary control, taxation and insurance. However, of paramount importance will be your ability to provide sound financial management advice to enable the achievement of the College's strategy for dynamic growth.

A professional accountancy qualification coupled with entrepreneurial flair and innovative application of your commercial expertise are pre-requisites for this position.

Usual benefits including a pension scheme and relocation assistance, where appropriate, will be provided.

Write with full C.V. to:



Richard May, Director, SCA Recruitment Limited,
9 & 10 Havelock Street, Ilkeston, Derbyshire DE7 5RJ.
Telephone: (0602) 440807.

Structured Finance Marketing To £30,000

The international arm of an AAA rated bank currently seeks a marketing officer to augment its existing structured finance team. The bank intends to further capitalise on its existing client base, utilising a comprehensive range of structured finance products. The ideal candidate, preferably a graduate, must have had exposure to an area of the structured finance market: property, project, real estate, aerospace or acquisition finance. Applicants in their late 20s should have gained a sound

training in corporate credit. In addition, the successful candidate will be outgoing and personable with the desire to succeed in this exciting market.

Interested applicants should contact Alexander Fircks or Paul Wilson on 071-631 2000 or write in confidence enclosing a full curriculum vitae to them at Michael Page City,

Page House,
39-41 Parker Street,
London WC2B 5LH.



Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

Fund Manager Emerging Far Eastern Equity Markets City

Highly competitive remuneration package
including bonuses, company car and mortgage subsidy

Our client has a worldwide reputation for quality investment advice. The company now seeks a bright, young fund manager to manage South East Asian equity funds (excluding Japan) and assist the team in the management of funds in excess of £250 million.

Your brief includes day to day management of the funds, research on specific sectors, dealing, reporting on the funds' performance, liaising with existing and potential clients as well as with stockbrokers and analysts.

You are likely to have a strong

academic background and at least a year's experience of managing Far Eastern equity funds, probably in the "emerging" market areas. You should be outgoing, ambitious, performance-driven and possess good interpersonal skills. Fluency in an oriental language would be a distinct advantage.

For a strictly confidential discussion regarding this position, please telephone or write to Susan Muncey at FLA, 16 Old Bond Street, London, W1X 3DB. Tel: 071-491 3811, quoting reference 1323.



AIRCRAFT FINANCE £45,000 Basic Salary

On behalf of a major international bank with an established global network of branches we seek applications from graduates, aged 28-38, who can demonstrate a proven record of closing major aircraft transactions, over at least a two year period. Operating within the structured finance area responsibility will be to originate, structure and close aircraft transactions and to assess opportunities to participate in syndications, proposed by other banks. The spread of financial products available encompasses cross-border leasing and aircraft mortgages, and clients are both "flag carriers" and other major airlines. The position offers significant autonomy and attracts a performance related bonus and full banking benefits.

Please contact Peter Haynes or Jill Backhouse
in strict confidence on 071-623 1266

LONDON HONG KONG MIDDLE EAST SINGAPORE SYDNEY

Jonathan Wren
Recruitment Consultants
No. 1 New Street, (off Bishopsgate), London EC2M 4TP
Telephone: 071-623 1266 Fax: 071-626 8288

FLEMINGS

ASSET MANAGEMENT
GERMAN ANALYST

Robert Fleming is a major UK based investment bank with significant activities throughout the world. The Group manages funds in excess of £28 billion through its various International Fund Management operations. Robert Fleming Asset Management in London with £21 billion under management, is one of the largest international investment management companies in the United Kingdom.

The Group now wishes to recruit an experienced Analyst to join its well established European Research Team. Flemings is a research driven organisation and the successful candidate will be expected to undertake significant responsibilities for following the German and Austrian Stock Markets. He or she will take a leading role in sector and stock selection and will be expected to develop and maintain considerable company contacts.

Applicants should be graduates in their mid to late twenties with 2-5 years research experience in a leading Investment Management organisation or Stockbroker. A successful track record in the German Stock Market would be an advantage but candidates with knowledge of other European Markets may be considered. Well developed analytical skills are vital as is the ability to present ideas clearly to senior management and clients in both English and German.

A competitive salary and first class banking benefits package will be offered to the successful candidate.

Applicants should write enclosing their C.V. to:

David Weeks
ROBERT FLEMING & CO. LIMITED
25 Copthall Avenue, London EC2R 7DR

AIRCRAFT FINANCE

Our clients, major international, investment and merchant banks, urgently seek graduate bankers aged 25-35 years with experience of the sector. Excellent career opportunities and remuneration packages are on offer eg:-

TEAM LEADER
Neg £50-£80,000

To mastermind the bank's entry into lead managing rather than participating therefore experience must include marketing and excellent credit documentation skills etc.

SENIOR MANAGER
£50,000

Aged 30 years with at least 3 years' global/European tax based financing experience encompassing negotiating and packaging cross border high value deals.

MANAGER
£50,000

A major investment bank seek a banker able to source package and sell down high value international transactions acting as providers of senior debt and tax based off balance sheet advisory.

Please contact BRIAN GOOCH OR MARTIN MOLL on 071-588 3991 9-5.30pm or BRIAN GOOCH this evening between 6pm-10pm on 0253 673797. All enquiries treated in strict confidence.

OB **SE** OLD BROAD STREET BUREAU

BANKING OPPORTUNITIES

LEVERAGED ANALYST

£27,500 + BENEFITS
This Merchant Bank enjoys the highest reputation and is a leading provider of finance in support of LBO, MBO transactions. An exciting opportunity now arises to join the corporate banking team in a support role. Sound credit skills, computer literacy and at least two years' experience of analysis of leveraged transactions are required. Age range is likely to be mid 20's and graduates will be preferred. This role is seen as a stepping stone to a front line relationship position and every help will be given to develop marketing skills.

SPECIALISED FINANCE

£25,000 + BENEFITS
This position offers a career opportunity for a young, ideally graduate/ACB qualified banker with proven credit skills to take a first step into marketing. Supporting an established and successful marketing team, you will gain valuable experience of a wide range of financing techniques used in the aircraft, infrastructure, property and shipping sectors, within this respected international bank at an exciting stage of its development in the UK.

TREASURY

Various s.a.e.
We have vacancies with a number of Major International Banks for the following:
FX Option Trader 2 to 3 years' experience.
Financial Futures 3 to 5 years' Sales in Futures and Options.
Chief Trader/Writer/Trader 5 to 8 years' experience of stocks.
Corporate Sales 2 to 3 years or more.
Spot Traders 2 to 3 years or more.
These positions offer opportunities to join well established teams with excellent market reputation.

For further information on these and other vacancies, please contact:- Ian Dodd, Richard Lyons or Ray Webb

INTERNATIONAL FINANCIAL RECRUITMENT CONSULTANTS
7 Birch Lane
London EC3V 9BY

SYNDICATIONS

£28,000 + BENEFITS
Our client, a top UK Merchant Bank, currently has a requirement for an experienced executive to work closely with the Department Head at his number two. Ideally, candidates will be in their late 20's or early 30's, graduates and be able to demonstrate a sound knowledge of all aspects of syndicated transactions. A background of structured financing techniques, LBO/MBO's etc, formal credit training and computer literacy would be particularly desirable.

CORRESPONDENT BANKING

£240,000 + BENEFITS
As a result of further expansion and increased commitment to Europe, this Major International Bank seeks an energetic marketing professional to be strategically involved in the formation of a correspondent banking unit. Aged to late 30's you will possess at least three years' experience of marketing correspondent banking/finance products to European Financial Institutions. An excellent career opportunity.

CORPORATE MARKETING

£25,000-£30,000
We are currently seeking to fill vacancies with a number of Major International Financial Institutions. The positions vary from UK to European marketing where French, German, Italian or Spanish language ability would be an advantage. Experience levels of marketing corporate and/or investment banking products, range from 12 months to 8 years across a range of industries including Energy, Aerospace and Shipping.
The positions offer excellent career progression within established teams to build upon existing relationships and develop new business. Remuneration will be competitive and according to age and experience.

For further information on these and other vacancies, please contact:- Ian Dodd, Richard Lyons or Ray Webb

INTERNATIONAL FINANCIAL RECRUITMENT CONSULTANTS
7 Birch Lane
London EC3V 9BY

Tel: 071 895 8050
Fax: 071 626 2092

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071-873 3000

Jennifer Hudson
ext 3607

Richard Huggins
ext 3460

Stewart Maddock
ext 3392

INTERNATIONAL APPOINTMENTS

Mechanical and electrical mobile mechanic
for the Automobile Industry

Head office in Germany - Assignment in England -

自動車産業用 機械と電気方式制御技術者
本社 西ドイツ 勤務地 英国

Because of quality and a guiding innovation this company has become Nr. 1 in Europe and leads in the world for large-scale production, which today confidently represents "a high life standard" in automobile engineering.

- o You are a graduate engineer of general engine building, specialized in M. V. technique, autobody construction techniques.
- o You have advantages if you have "risen from the ranks" before your studies as a draughtsman
- o You might be occupied at the moment in the construction field of the automobile supplying services, in the field of metallurgy, kitchen-furniture industry...
- o You know the process and production line, fabrication and labour preparation of the precise "movable" large-scale production with demand for a very high quality
- o You are innovative, you put your ideas into practice, fit well in a young team, appreciate a sociable and human affability, are able to deal with customers
- o You are not over 40 years of age, speak English and preferably also German

We are looking for a well-skilled staff-member for a clever and expanding company. Your duty offers chances. In the beginning you start as a Construction-Engineer

Project-leading Design Engineer - Construction techniques in the Automobile-supplying-Industry -

職業経験を有する日本人技術者 - または
専門課程において有能な知識を有する日本の学卒者
設計部門と開発部門の豊富な経験を買いたし
待遇は経験度に応ずる。
職務: プロジェクト・リーダーとしての設計技術者
職務内容は上記の通り

The familiarization in the head office in Germany is thorough and extensive. Continual advanced training is provided. The contract is drawn up as customary in England. You will be satisfied. - The cultural offer in the area is attractive and good. You can contact us in full confidence. Even an application within your own company will hold no risk for you. Please contact us with the usual information attached (photograph, Curriculum Vitae, copies of references, salary wishes, date of possible commencement, tel.-nr.) under the number 662. Please write to us. We guarantee discretion!



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Theaterplatz 10-12, D-5300 Bonn 2-Bad Godesberg, Fax 02 28/36 24 36, Tel. 02 28/36 30 35

JAPANESE EQUITY SALES £NEG + Package

Japanese Broker requires experienced Salesman or Fund Manager with Japanese Equity experience.

US\$ BOND TRADER £NEG + Bank Bonus

Major Bond House require a No.2 for their US\$ Desk. You will be a Graduate, in your late 20's. Excellent career progression.

CREDIT ANALYST (CORPORATE FINANCE)

To £25K + Bank Bonus
International Bank require a Credit Analyst to analyse UK Corporates from £70-700 million. This is a client driven position which requires much client liaison.

Call: Damian Hyndman
NICHOLSON HOLMES ASSOCIATES
88 Cannon Street London EC4N 6HT
Telephone 01-929 1311 (Fax 01-621 1326)

APPOINTMENTS WANTED

SALES & MARKETING - DIRECTOR FOR EUROPE

German 41, U.K. res., Swiss commercial/ad-agency-background, German/English/French, 20 years management/business - knowhow in consumer goods/service industries, seeks new challenge with dynamic, international company which rewards achievements/results accordingly. Flexible, mobile, result driven and available from 1.7.90.

Please contact Mr D Wyck
- U.K. 0923 36312

APPOINTMENTS WANTED

FUTURES AND OPTIONS

Small, highly successful futures and options trading team with proven track record seeks new challenge with a dynamic small/medium sized financial institution. Currently working for an international investment house we can offer

- an international private and commercial client base
- several years experience in financial and precious metals futures and options trading
- a strong academic background
- fluency in German.

We would be interested to hear from an organisation seeking to establish or expand an existing operation in this field.

Please reply to Box A519, Financial Times,
One Southwark Bridge, London SE1 9HL

EASTERN EUROPE 1990 SINGLE MARKET 1992

West German graduate, 28, recently settled down in London, M.A. (hons), bilingual, single, sound business background, M.D. of a West German Ltd, working experience overseas seeks to meet the challenge with city merchant bank/securities firm and wishes to become successful, in a meritocratic environment. Strong entrepreneurial spirit and highly motivated.

Write in confidence to: Box A517, Financial Times, One Southwark Bridge, LONDON. SE1 9HL

Equity Sales Executive

Paris

Excellent salary

Our client is a highly respected French broker well-established in the international arena. To strengthen the sales team dealing with British and United States institutions, they are currently seeking a talented Equity Sales Executive.

As the Manager of a sales team based in France and England, you will need a good knowledge of the Equity market and the ability to establish and maintain good working relations with major British Equity Fund Managers. The level of experience and maturity of judgement required suggest that you will, probably, be in your early 30s with

an impressive record of equity sales success in a financial institution. Fluency in French isn't essential, but you should possess a good understanding of the language.

An attractive salary is offered together with a package of benefits that includes performance related profit share. For further information, please call Bertrand Stark, in Paris, on 010 331.42.89.30.03. Alternatively, write, enclosing your c.v., to

Michael Page International,
10 rue Jean Goujon - 75008 - Paris.
Please quote ref. BS5678 FT.

Michael Page International

International Recruitment Consultants
London Amsterdam Eindhoven Brussels Antwerp Paris Lyon Sydney Melbourne

MANAGING DIRECTOR

for a

European Electronic Payment Services Network

A company recently established by a group of leading European financial institutions to meet the challenges of the forthcoming Europe-wide financial market seeks a Managing Director to head up a small team based in Brussels.

The objective of the company is the management of a Europe-wide electronic payment services network, initially based on Automated Teller Machines (ATM) services between its member organisations throughout Europe.

The prime responsibilities of the Managing Director are to conduct the business of the company and to manage the coordination and the development of the technology-based payment services.

The successful candidate will report to an international Board of Directors.

Main Tasks:

- To ensure the effective operation of the payment services network and exploit the network infrastructure to provide additional value added services.
- To market the company's services within the customer base and to prospective users.

Qualifications:

- University degree or good professional qualification.
- Experience in the financial industry, preferably in electronic payment and plastic card services.
- Proven ability to lead staff and entrepreneurial skills.
- Ability to operate in a multidisciplinary and multicultural environment and to communicate at senior levels internationally.
- Mastery of English as the working language of the company is essential. Preference will be given to candidates who are proficient in other European languages, in particular French or German.

Candidates should send their application with comprehensive career and personal details to Box A821, Financial Times, One Southwark Bridge, London SE1 9HL by 31 May 1990 at the latest.

JUNIOR PRECIOUS METALS TRADER for FRANKFURT

We are seeking a young person interested in working for a German Company. We are looking for somebody with good mathematical talent, precise, reliable, with common-sense and a basic knowledge of German and some practical background in Metals Trading and accounting.

Please write in confidence to Box A818, Financial Times,
One Southwark Bridge, LONDON, SE1 9HL

AKQUISITION IST IHR ERFOLG

Als Bankengruppe gehören wir zu den größten und erfolgreichsten Geschäftsbanken der Welt. In Deutschland nehmen wir als Auslandsbank eine führende Stellung ein. Wir haben neue Führungs- und Organisationsprinzipien entwickelt, die uns trotz unserer Größe eine kunden- und marktnahe Geschäftspolitik sowie schnelle Entscheidungen auf den regionalen Märkten ermöglichen.

Transaction Manager

- Mergers & Acquisitions -

Verhandlungsstärke, Abschlusssicherheit, Marktkenntnisse sind unsere wichtigste Forderung an Sie. Wir suchen in Ihnen eine Person, die im internationalen Geschäft unternehmerisch denkt, handelt, arbeitet. Ihre fachliche Qualifikation: Eine sehr gute betriebs- oder volkswirtschaftliche Ausbildung und möglichst umfangreiche strategische Erfahrungen auf einem ähnlich gelagerten Bereich. Ihre Arbeitsbedingungen bei uns lassen Ihnen Freiraum. Wenn Sie verstehen, ihn zu nutzen, finden Sie exzellente finanzielle und persönliche Entwicklungsmöglichkeiten.

Sind Sie interessiert? Dann senden Sie bitte Ihre kompletten Bewerbungsunterlagen unter Chiffre 113 an die von uns beauftragte Gesellschaft. Bei Fragen steht Ihnen Helmut Noduschewski unter Tel. 06172/29086 gern zur Verfügung.

PERPOS - Gesellschaft für Positionsmarketing mbH
6380 Bad Homburg - Kaiser-Friedrich-Promenade 57
Telefon (06172) 29085

PER
POS

SWITZERLAND THE BANK FOR INTERNATIONAL SETTLEMENTS

an international institution located in Basle
with approximately 330 members of staff from 20 countries

has a vacancy for an

EDITOR
in its Press Service
(age range 28-35)

mainly to assist in preparing documents for internal information.

Candidates must have English as their mother tongue and be very proficient in German, French and, if possible, Italian; have a thorough grounding in economics with emphasis on central-bank policy and practice and international monetary affairs; be able to translate challenging texts on economics and related subjects from the above-mentioned foreign languages into English. They should be used to working speedily and under pressure, be flexible and adaptable and enjoy working in a team.

The Bank offers very attractive conditions of employment in an international atmosphere, excellent welfare benefits and the facilities of its own sports centre.

Candidates should send their application, together with a recent photograph and references to the Personnel Section, Bank for International Settlements, 4003 Basle, Switzerland, quoting Reference No. 90054.

The European headquarters in Brussels of an American multinational is seeking a

European Treasury Operations Manager

with a minimum of four years experience in multicurrency treasury management.

The candidate should be between 30 and 36 years old, preferably with a university education. Fluent knowledge of English necessary.

Please send your detailed c.v. to:
TopJob, 200 avenue Franklin Roosevelt,
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For more detailed information on these or other financial sector opportunities please contact Charles Macleod (permanent) or Sue Vokins (contracts) on 071-831 2000 (081-946 9078 outside office hours) or write to them at Michael Page Finance, 39-41 Parker Street, London WC2B 5LH.



Michael Page Finance
International Recruitment Consultants

UK managers may slip in 1992 pecking order

HOW DO financial managers' pay prospects compare with those of people in other specialist functions of management such as marketing? writes Michael Dixon. Not as favourably as they used to, says the Wyatt consultancy group's latest survey of the rewards of top executives throughout Europe.

The study, made early this year, covered chief executives and nine other types of senior managers in 1,158 varied companies in 17 countries.

Results for finance and production directors as well as company chiefs in the best-paid dozen countries are shown in the accompanying table, and corresponding findings for personnel and marketing directors appeared in the FT Jobs Column yesterday.

For each type of executive listed, the table gives basic salaries, total cash pay including bonuses and the like, and an approximate measure of the total pay's buying power in the country in question.

Buying power is calculated by deducting the standard tax and social security charges for a married person with two children, then adjusting the net figure according to Wyatt's index of international price differences. Unfortunately, for technical reasons, the index cannot take account of housing costs.

The first three columns of figures refer to the lower-

quartile executive who would be placed a quarter of the way up from the bottom of a ranking of all in the same job category and country.

Then come the median managers, halfway in the ranking, and the upper-quartile executive a quarter way down from the top. The standard averages for each group appear on the right.

The full survey shows that in Britain finance directors no longer come second to chief executives in the pay league. The best-paid specialist managers in the UK are now marketing directors. The survey shows they have an average all-cash pay of £51,510 and buying power of £38,997.

Nevertheless, finance heads in the UK enjoy a greater differential over production directors than do the heads of finance in any of the other countries surveyed.

Indeed, in Spain, West Germany, Italy, and France, production heads are better paid on average than finance directors, as are engineering heads in Austria (where no figures are available for production management).

In fact, it may be that, come 1992, Britain's financial managers will find themselves slipping still further down the executive pecking order.

Top Management Remuneration, Wyatt, 273 Avenue de Tervuren (Box 4), Brussels 1150, Belgium. 0654

COUNTRY	JOB CATEGORY	LOWER QUARTILE			MEDIAN			UPPER QUARTILE			AVERAGE		
		Basic salary £	All cash pay £	Buying power £	Basic salary £	All cash pay £	Buying power £	Basic salary £	All cash pay £	Buying power £	Basic salary £	All cash pay £	Buying power £
SWITZERLAND:	Chief executive	61,828	91,530	41,267	88,184	114,008	48,179	118,473	144,785	60,564	102,783	124,479	52,885
	Finance director	61,481	83,712	30,815	75,211	83,181	30,057	83,317	82,915	43,256	74,380	83,474	38,191
	Production director	57,141	69,328	29,081	66,416	69,586	33,301	73,578	63,372	38,144	65,794	70,761	33,762
SPAIN:	Chief executive	54,797	59,977	40,629	66,873	77,140	48,339	89,513	101,588	61,340	74,304	83,648	52,186
	Production director	42,651	44,118	32,733	52,223	57,796	30,773	62,083	68,979	45,244	53,509	58,175	40,037
	Finance director	40,570	43,082	31,971	49,428	51,189	36,328	61,549	69,577	45,836	62,454	57,303	38,434
WEST GERMANY:	Chief executive	70,078	81,474	39,182	86,617	96,691	45,680	106,005	128,573	54,108	89,372	107,469	48,402
	Production director	46,974	53,070	27,548	59,054	62,559	31,338	71,362	79,376	38,463	61,023	68,506	33,991
	Finance director	46,910	51,858	28,919	56,127	58,280	29,757	65,051	70,096	34,781	58,104	63,181	31,832
ITALY:	Chief executive	57,124	65,587	36,512	71,848	81,375	44,320	91,159	112,160	59,084	75,286	87,502	47,712
	Production director	44,590	48,918	27,853	52,930	55,190	31,022	67,303	68,222	38,319	56,674	59,122	33,256
	Finance director	41,138	44,076	25,580	53,894	55,763	31,384	64,573	69,855	38,670	50,538	57,836	32,538
FRANCE:	Chief executive	57,413	68,719	36,641	70,797	81,171	43,247	84,238	106,176	51,347	75,546	90,386	46,681
	Production director	39,714	43,081	25,425	46,334	48,804	26,480	53,827	60,906	33,948	47,944	53,519	30,708
	Finance director	39,117	40,778	24,387	47,088	51,752	28,694	53,996	60,438	33,687	47,692	51,652	29,837
UNITED KINGDOM:	Chief executive	42,000	47,250	31,558	50,470	60,550	36,358	66,770	84,580	54,118	58,840	72,750	46,560
	Finance director	31,440	34,140	23,557	38,360	41,890	26,485	48,260	52,690	34,775	41,290	45,250	30,318
	Production director	29,020	31,700	22,190	33,370	36,230	24,589	40,050	44,180	29,587	34,760	38,170	25,856
LUXEMBOURG:	Chief executive	89,141	85,259	38,170	86,713	81,104	44,378	89,180	102,138	52,033	73,304	85,697	48,062
	Finance director	38,510	41,829	28,408	44,696	50,806	32,485	57,957	62,419	37,098	48,386	52,463	33,180
	Production director	35,390	38,551	27,178	43,365	47,823	31,185	56,636	61,651	38,036	45,381	50,028	32,082
AUSTRIA:	Chief executive	57,698	62,083	36,230	76,608	86,689	38,747	94,546	108,851	49,512	78,522	88,705	39,648
	Production director	46,472	49,470	32,228	57,058	62,942	28,337	69,082	74,082	31,382	66,759	71,463	27,538
	Finance director	44,404	45,268	21,289	58,038	64,174	25,036	65,996	68,529	30,310	54,123	56,707	26,206
NETHERLANDS:	Chief executive	58,470	64,621	30,108	72,248	81,638	35,253	84,854	101,856	43,128	76,071	88,320	38,182
	Finance director	39,250	42,525	21,454	48,170	47,903	23,304	62,472	55,683	28,088	48,168	51,127	24,412
	Production director	36,237	37,384	19,584	42,935	45,381	22,476	52,530	56,084	28,274	46,861	49,361	24,014
BELGIUM:	Chief executive	55,074	61,209	26,156	67,923	76,755	31,637	86,240	98,018	37,700	73,164	85,561	33,615
	Finance director	36,231	38,510	18,432	44,084	46,503	21,483	56,564	61,350	28,218	46,880	50,575	22,522
	Production director	35,110	37,441	18,240	44,908	46,841	21,264	57,020	64,330	28,941	47,572	50,640	22,507
PORTUGAL:	Chief executive	20,901	21,968	20,673	26,903	32,124	26,618	37,976	48,052	37,408	31,866	34,478	30,422
	Finance director	17,067	18,535	17,717	21,433	22,796	21,120	25,968	27,736	25,289	22,472	23,848	22,004
	Production director	15,076	16,857	15,427	19,104	19,754	18,883	26,227	25,906	23,630	21,113	21,981	20,603
REP OF IRELAND:	Chief executive	42,192	45,672	24,059	47,210	50,967	28,384	56,674	67,856	33,322	51,272	58,528	28,768
	Finance director	30,618	32,344	18,482	36,674	39,117	21,305	41,804	46,827	24,688	36,696	39,581	21,546
	Production director	27,668	28,145	16,937	34,862	36,265	20,075	44,006	47,161	24,944	38,532	39,057	21,067

ACCOUNTANCY APPOINTMENTS

Finance Director Specialist Engineering

To £40,000 + Bonus

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Key challenge to introduce new approach, improve financial reporting and develop computer systems in rapidly expanding plc subsidiary with dominant position in specialist sector.

THE COMPANY

- Important and profitable subsidiary of well established British plc.
- Exciting period of change. Well defined growth plans to realise the potential of this market leader through organic growth, acquisition and diversification.
- Vigorous new management team. £5 million turnover with significant growth potential.

THE POSITION

- Total responsibility for finance function. Introduce "plc" standards and develop computer systems.
- Work closely with senior executive team. Report to MD.

- Build and develop finance team. Integrate and establish reporting of new businesses in line with aggressive acquisition policy.

QUALIFICATIONS

- Probably ACMA, graduate calibre, 30-35 years.
- Self-starter, hands-on manager with enthusiasm and commitment.
- Practical experience of developing costing and computerised accounting systems.

Please write, enclosing full cv, Ref M2090
114 Walsley Road, Sale, Manchester, M33 1KF

CHIEF ACCOUNTANT

Nottingham c. £25,000 + Car

Our Client is a highly successful business operating within the brewing industry.

An opportunity has now arisen for a Chief Accountant to join the management team. Reporting to the Finance Director, the key responsibilities will focus on the effective operational management of the finance function. Specific duties will include production of regular accounting information and the development of new computerised systems.

Applicants should be qualified Accountants, with a record of success within a competitive

production/service environment. This is an active accounting role and a practical and professional approach is important, together with strong commercial awareness and communication skills.

Our Client can offer a highly attractive employment package and an exciting opportunity to contribute at senior management level in a successful company.

Applicants should write quoting reference N/13/90 with full personal, career and salary details to Chris Scott.

KPMG Peat Marwick Selection

St. Nicholas House, 31 Park Row, Nottingham NG1 6GR.

FINANCE MANAGER

Ipswich

to £35,000 + car + bonus

United Transport's twin commitments to customer service and a well-controlled cost structure have enabled it to expand rapidly over the last few years so that it is now market leader in its sector with £ multi-million profits. Backed by its parent, BET plc, there are well-founded expectations that this rate of growth will be sustained, particularly through the creation of the Single European Market. This new appointment has been created following a major re-organisation, and specifically reflects the very high priority given to efficient cash management within this high-volume, multi-currency business.

The Finance Manager will be responsible to the Finance Director for a department of some 20 people involved in the Treasury, Receivables and Payables functions which operate within an advanced and fully integrated computer system. In addition, and with the support of a qualified Project Accountant, the Finance Manager will be involved in the financial aspects of projects such as potential acquisitions, detailed costings and margin management. The role, therefore, has a high profile and a strong commercial orientation requiring European-wide travel to liaise with local offices and customers.

Applicants (male or female) should be qualified, aged in their 30's and have had managerial experience in a customer-orientated environment with an international dimension. Ref: 1716/FT. Send CV (with current salary and daytime telephone number) or write or phone for an application form to our consultant, R.A. Phillips ACS, FCI, Phillips & Carpenter, Selection Consultants, 2-5 Old Bond Street, London W1X 3TB. Tel: 071-493 0156.



UNITED TRANSPORT

Hoggett Bowers

Financial Director

High Value Customised Products
North Lancashire, c. £40,000, Car, Benefits

This northern based, privately owned leisure group is in the process of transforming an already profitable manufacturing business into the leading light in its market sector. It has brought together a select team of key executives with outstanding track records in this sector and requires an equally high calibre, commercially orientated financial director, to take a proactive role in assisting this transformation. Aged 34-48, candidates will be ACA, ACMA or ACCA qualified. The development of sophisticated, fully integrated, management and financial accounting systems coupled with experience in strategic planning, business appraisal, forecasting and budgeting, will have been major features in their careers to date. These skills are likely to have been gained in design and sales driven manufacturing environments and candidates will need to demonstrate how their decisions have affected the commercial activities of their businesses. As this is the senior financial position in the group, there is genuine scope for career development.

K.R. Miller, Hoggett Bowers plc, 7 Lisbon Square, Leeds, LS1 4LZ, 0532-448661, Fax: 0532-444401. Ref: L16129/FT.

Financial Controller And Company Secretary

Lake District, North West England, £25,000, Profit Share, Car, Relocation, Executive Pension

This company is Great Britain's major distributor of ski's, ski boots, poles and accessories and many types of mountain sport equipment, i.e. walking boots, rucksacks, ropes and accessories. Turnover will be in the order of £8m this financial year. This position is the senior financial one reporting to the managing director with commensurate responsibility and input into the management process. Monthly reports, budgetary control, margin analysis, credit control and treasury functions make up the day to day activity. An IBM ASA 400 completes the supporting function for this financial department. Aged 28-38, with a degree and a professional qualification - FCA, CIMA, ACCA. The position requires aptitude, initiative and ambition. A retail, distribution or leisure background is most appropriate to the position and an interest in outdoor pursuits will offer added involvement. Conditions, location and company reputation cannot be bettered, plus the backing of a prominent Top 1,000 British Group.

A.S. Macdonald, Hoggett Bowers plc, St James's Court, 30 Brown Street, Manchester, M2 2JF, 061-832 3500, Fax: 061-834 8577. Ref: M24007/FT.

These positions are open to male or female candidates. Please send c.v. or telephone for a Personal History Form to the relevant office, quoting the appropriate reference.

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Financial Director

£33 - £36,000 + incentive scheme
London

A market leader in the UK, Tate Access Floors is involved in the manufacture and installation of high quality raised flooring. Turnover has quadrupled over the last 5 years and is now in the region of £30m, representing approximately half that of its US parent. With plans for continued expansion in the UK and throughout Europe, the London based operation holds significant strategic importance.

Joining a committed management team, the Finance Director will be expected to play a major role in the strategic decision making process. Heading a small finance function,

additional duties include the provision of financial and management information and the further development of fully integrated computer systems.

A qualified accountant, ideally with experience within the construction industry, candidates should have a sound understanding of cost accounting, export finance and commercial contracts. Possessing strong management skills and with the ability to communicate well to non-accountants, candidates will also have a high level of drive coupled with enthusiasm and imagination.

In addition to the basic salary indicated above and a company car, the package includes an attractive incentive scheme that realistically envisages a bonus in the region of 25% and offers significant opportunity to exceed this.

Candidates should write, including full career and salary details and quoting reference G/1057 to Susan Ryder, Executive Selection Division Price Waterhouse Management Consultants No. 1 London Bridge London SE1 9QL Tel: 071-939 5942

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Head of Group Internal Audit

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This position is of vital importance in the effective development and management of Group auditing procedures, and the successful applicant will be responsible for implementing agreed policies to fulfil objectives approved by the Group Financial Director and the Controller, Finance & Audit.

The role also encompasses liaison with external auditors to maximise Group benefit, involvement in non-routine projects and investigations, Departmental recruitment, training and supervision and building on the existing

structure to increase Group awareness of the importance of maintaining and improving efficient financial control systems.

The ideal candidate will have substantial multi-site auditing experience, excellent interpersonal skills, and a diplomatic but down-to-earth manner. It is unlikely that anyone with less than six years' post-qualification experience will have the necessary qualities for the role.

Salary is negotiable to an attractive level, but should not present a problem to the right candidate. Benefits are of the standard expected from a major employer, and include an attractive Share Option Scheme plus excellent career prospects within the Group.

Please send CV and handwritten letter of application to: Mr R. J. Goulding, Personnel Controller, Ladbroke Group PLC, Chancel House, Neasden Lane, London NW10 2XE.

Director - Financial Systems
Financial Services

c. £50,000

South East

Excellent career opportunity for ambitious accountant with consultancy and systems experience, strong interpersonal skills and top management potential.

THE COMPANY

- ◆ Important insurance broking subsidiary of £3bn turnover, international services group.
- ◆ Leading, UK business, with strong position in the international tables.
- ◆ New management team, restructured operations, substantial profit growth potential.

THE POSITION

- ◆ High profile role managing and implementing major restructuring strategy worldwide.
- ◆ Reporting to Finance Director, wide ranging brief including upgrade of worldwide accounting systems.

◆ Exposure to every aspect of the business, liaising with multi-disciplined internal management at senior level and external advisers.

QUALIFICATIONS

- ◆ Resourceful graduate accountant with excellent business and communication skills aged 28-38, preferably from the financial services sector.
- ◆ At least two years with a recognised consultancy including exposure to systems implementation.
- ◆ Confident, self starting problem solver with drive and initiative.

Please write, enclosing full cv, Ref 15108-0
Orion House, Grays Place, Slough, SL2 5AF

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The fundamental requirements for this new post of Financial Controller are the professional expertise and personal drive to complete the introduction of full commercial accounting and suitable management information systems. In addition some experience of the Government vote-based accounting system would be useful.

You must therefore be a qualified accountant with commercial experience, good communication skills especially with senior managers, and accustomed to working to tight deadlines. The job includes:

Financial Management

You will make a key input to corporate decisions on pricing, funding, investment, targets and performance, cash flow etc. You will be instrumental in the management of change within the Patent Office as it embraces the commercial disciplines to carry it forward to the next century. Directing and managing the Finance Section will be a key responsibility.

Management Accounting

Development of a framework of control with devolved budgets and provision of suitable management information.

Financial Accounting

Completion of the necessary systems to produce full commercial accounts for publication.

The post can be based either in London or Newport (until mid 1991, when it will be relocated to Newport).

The starting salary available for this post is between £23,035-£30,000 (if based in Newport) or £25,525-£33,025 (if based in London) depending on your qualifications or experience though exceptionally it can be extended up to £35,435 (if based in Newport) or £38,565 (if in London). The post also attracts non-contributory pension. The appointment will be initially for 5 years.

For further details and an application form (to be returned by 1 June 1990) write to Civil Service Commission, Alcon Link, Basingstoke, Hants RG21 1JB, or telephone Basingstoke (0256) 468551 (answering service operates outside office hours). Please quote ref G/8405.

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The
Patent
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ACA

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Applicants will be aged between 26-32 and have:

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- Exposure to special work; or secondments within the Corporate Finance, Banking department or exposure to a large international client in a commercial and decision-making role or secondments within the UK or internationally.

Successful applicants will work with the Senior Management of many of the world's largest and most successful corporations, helping them resolve the most complex and challenging issues they face. Excellent analytical, presentation and interpersonal skills are a prerequisite. The organisation provides exceptional career development over a short period of time.

Interested applicants should telephone Giles Daubney on 071-437 0464, or write to him, enclosing a detailed CV, at the address below.

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Financial Controller

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Based in Swindon, this is an excellent opportunity to join a forward-thinking senior management team responsible for the profitability of our Commercial Vehicle Division. It's a demanding role that will draw on your creativity and ability to make sound business decisions.

You will provide commercial, financial and administrative advice and professional support across the full management function. This involves implementing and monitoring procedures for achieving corporate and financial objectives and the process, control and reporting of all financial transactions by effectively managing financial relationships with suppliers, the dealer network and the division.

A talented people-manager, you should be a qualified accountant with at least five years' experience gained within a financial commercial environment. You'll also need excellent interpersonal skills to liaise effectively at all levels and a talent for motivating your staff.

We'll reward your expertise with an excellent remuneration package including fully-expensed car, private health insurance, 27 days' holiday, contributory pension scheme and, of course, assistance with relocation if appropriate.

Please send your cv, quoting reference 888DW/FT, to John Kelly, Employee Relations Manager, V.A.G. (United Kingdom) Limited, Yeomans Drive, Blakelands, Milton Keynes MK14 5AN.

FINANCE MANAGER

Our client is a rapidly growing, British owned, international group with current turnover in excess of £100m.

Its ongoing success is clearly attributable to its ability to create increasing demand for its high quality branded products through imaginative marketing and sales strategies.

In response to continued growth, the company operations and its senior management team have arisen for the need to create a new Finance Manager position.

Reporting to the Managing Director, the successful candidate will be responsible for:

- assisting in the development of the group financial strategy, including systems, management reporting and recruitment
- financial administration of group overheads
- creation and management of accounting systems for a new operating company

providing a centralised purchasing and supply function on behalf of Marketing subsidiaries

• development and management of a new system of centralised billing for inter-company transactions and its subsequent implementation

• preparation of budgets, monthly management reports and annual statutory accounts for each of the above areas.

This is a challenging role requiring that candidates should be qualified accountants, with at least 5-7 years' experience, who can demonstrate a self-motivated and commercial approach.

Strong technical skills combined with good communication skills and the ability to be both 'hands on' as well as take the broader overview are essential and some exposure to treasury would be an advantage.

For further information please contact Shirley Knight on 071-491 3431 or write to her at FMS, 14 Cork Street, London W1X 1PF, enclosing a recent CV and note of current salary.

W. London

c. £27-29,000

+ car

FMS

FINANCIAL MANAGEMENT SPECIALISTS

Financial Controller

Office Furniture Systems
London

£35,000
+ Car & Bonus

Vitra is an established European company, headquartered in Switzerland, which specialises in the design and production of high quality office furniture. The UK subsidiary, based in Mayfair, London, has established an excellent reputation over the last six years. It has built up a 'blue-chip' client base achieving sustained growth in a competitive market. To help maintain this success the UK subsidiary now needs to recruit a Financial Controller to join the management team.

The Financial Controller will report to and work closely with the Managing Director, and consequently will be involved in all aspects of commercial decision making. The role carries full responsibility for the finance function, including financial and management accounting, treasury and company secretarial functions, as well as

computer systems development and project management. The Financial Controller will also liaise with professional advisors and travel within Europe.

Candidates should be qualified accountants with at least two years' post-qualification experience, preferably gained in a commercial environment. Aged between 28 and 35, candidates will possess excellent communication skills and commercial flair, and will be computer literate. The ideal candidate will also have a confident and dynamic style, coupled with a proactive approach to problem solving and the ability to develop beyond the immediate role.

A salary of £35,000 is offered, together with a bonus and a company car and the normal benefits for a position at this level.

vitra

Please write, enclosing full career details to:
David Williams, Managing Director, at the address below.
Vitra Limited, 13 Grosvenor Street, London W1X 9FB.

GREYHOUND FINANCIAL SERVICES LIMITED CREDIT DEVELOPMENT MANAGER

Central London

£32,000 + car, non-contributory
pension scheme and discretionary bonus

Greyhound Financial Services Ltd., part of a worldwide group, thrives on innovative solutions to customers' requirements. We have teams dedicated to asset-based finance in aviation, general equipment, commercial and consumer secured lending. The need now is to bring together, formalise and develop their techniques of credit evaluation and administration.

Reporting to the Chief Financial Officer, the successful candidate will advise marketing staff on the evaluation and structure of a variety of credits, pioneer new products and generally develop procedures and techniques on secured lending, so as to ensure that operations proceed in compliance with the highest commercial standards.

Candidates should have quality academic achievements followed by vocational banking or accountancy qualifications. Experience should include credit analysis and exposure to commercial lending in a regional office of a major clearing bank, international bank or other institution with a reputation for efficient operations. Quality interpersonal skills are sought including the natural authority which earns and keeps the respect of professionals and clients. Benefits and prospects need to be earned but are first class.

Candidates should submit in confidence a comprehensive C.V. to:
Miss Karen McGovern, Greyhound Financial Services Ltd., 11 Albemarle Street, London W1X 3HE.

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Technical Training Manager

Package to £40,000 EC1 Partnership Prospects

Well established and rapidly growing London practice Cape & Dalgleish, is a 15 partner firm of chartered accountants. Their fee income has increased dramatically in the last few years and this has led to the recent opening of additional purpose built offices in Farnham, Surrey.

To support this growth, a new position of Technical Training Manager has been created to consolidate existing arrangements. A qualified ACA with a minimum 18 months' PQE in a related capacity is required to manage and expand the technical training function. Your immediate focus will be on the total review of all of the firm's technical systems and audit programmes. In addition you will design and deliver high quality training courses covering graduate training and CPE courses for partners and staff. The position offers considerable variety and exposure to other areas of activity within the firm, including recruitment for the firm and its clients. You will also provide clients with technical courses and advise them on specialist matters.

Future prospects are excellent as the position will have an exceptionally high profile within the firm. Partnership prospects, subject to satisfactory performance, are available to the successful candidate in the short/medium term. Suitable applicants should come from a training organisation or have had exposure to a practising firm's technical/training department.

For more information, please contact the advising consultant Christopher Peck at 071-404 3155. Alternatively, write to Alderwick & Peachell & Partners Ltd., 125 High Holborn, London WC1V 6QA. Fax: 071 404 9140.

**Alderwick
& Peachell**
PARTNERS LTD

FINANCE MANAGER

CONSUMER GOODS

SURREY TO £35,000

An international name, represented in the UK by a small closely-knit team responsible for all UK marketing and distribution, our client is aiming to significantly increase its penetration into the UK over the next three years. To assist in this development the company is seeking to recruit a commercially oriented accountant to take responsibility for all accounting and administration functions.

Reporting directly to the Managing Director, and a member of the Management Committee, the Finance Manager will be responsible for the Financial and Management Accounts, Data Processing, Personnel, Facilities and Company Secretarial matters. A new computer system will be the choice of the Finance Manager and its selection and successful implementation is an important aspect of the job.

The Managing Director is looking for someone with experience of all aspects of the role, preferably within a similar environment. This experience should be backed by a degree, an accountancy qualification and the personal qualities necessary to fit into this young, energetic and demanding team.

Interested candidates should forward their career details, in confidence, to Mark Scott at Harper Franklin, Management Search, 7 Belgrave Road, London SW1V 1QB quoting reference 90/20/FT1.

Harper Franklin
MANAGEMENT SEARCH

GROUP FINANCE MANAGER

Financial Services

Bournemouth

c.£60,000+ excellent benefits

Regency & West of England and Portman Wessex Building Societies have recently had their members' approval for their merger proposals. Subject to the confirmation by the Building Societies Commission the merger will be effective from 1 October 1990. The merger will create a regional society amongst the largest in the country and certainly one of the strongest.

This is a new executive level appointment for a business orientated finance professional with outstanding leadership qualities, who will be responsible for all financial affairs, and play an active part in the formulation of corporate strategy, working closely with the Chief Executive.

This substantial role has wide-ranging responsibilities encompassing:

- Involvement in policy formulation, strategic business planning and execution.
- Treasury management, including the development of investment and funding strategies to enhance group performance.

- Introduction of effective management information and control systems.
- Control of compliance, taxation and statutory accounting matters.

Candidates will be qualified accountants who can demonstrate successful career development, leading to a senior financial management role within a major financial institution. A business degree or MBA, though not essential, would be a distinct asset.

In addition to sound professional and organisation skills, candidates should possess the presence and credibility to establish strong relationships, both internally and externally, and a high level of strategic thinking ability. A creative and energetic approach will be essential to drive forward future developments and make a strong contribution to the success of the Group. This role clearly provides scope for achievement-orientated individuals seeking career growth.

Please write, in confidence, enclosing full career details to Anne Routledge, quoting reference 5908.



Peat Marwick Selection & Search

70 Fleet Street, London EC4Y 1EU

UNIVERSITY OF READING LECTURESHIP IN FINANCE

Applications are invited for a Lectureship in Finance in the Department of Economics from 1 October 1990. The successful candidate will be expected to show strong commitment to research in finance, and to teach on undergraduate and postgraduate courses. Candidates require a strong background in either economics, statistics or mathematics, as well as relevant skills in finance. Salary scale £10,458 - £18,372 p.a. (Grade A) or £14,014 - £24,499 p.a. (Grade B) - under scheme - plus U.S. benefits, further particulars and application forms (2 copies) are available from Personnel Office, University of Reading, Whiteknights, PO Box 217, Reading, RG6 2AH. Telephone 0753 518751. Please quote Ref. AC 1028. Closing date 4 June 1990.

+ 1 2

LONDON W1

c£25,000

Qualified Accountant

A unique niche market in the satellite broadcasting industry is about to be exploited by this young entrepreneurial business. With extensive overseas backing, the company looks forward to reaping the benefits of this exciting new industry. Role encompasses all aspects of financial management accounting plus ad hoc duties. Ref: 18LJF006

Contact the PQE Specialist advising on this appointment at 70 Cannon Street EC4 071-489 9997

ESSEX c£25,000 + prestige car

Divisional Accountant

Having consistently experienced sharp rises in profitability, this company is a leader within its field in the distribution industry. The position involves financial and management reporting for approximately 20 outlets and assumes responsibility for analysing the financial position of the division. Ref: 18LJF007

Contact the PQE Specialist advising on this appointment at 70 Cannon Street EC4 071-489 9997

WINDSOR c£25,000 + car

Chief Accountant

Career role for a young qualified who possesses the drive and ambition to become Financial Director of a small PLC. This shirt-sleeves opportunity with a publishing company is a staff management position carrying responsibility for annual accounts, budgets, forecasts, PC systems development and commercial decision making. Ref: 688583

Contact The Manager at 9 Passwood Street, Windsor 0753 551447 Or the PQE Specialist advising on this appointment on 071-489 9997

+ 7 8

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When you entrust your vacancies to us,
we pay for the advertising.
Phone our PQE Specialists on 071-489 9997
(24 hour answering service)

N. SURREY

£25,000

Project Accountant

Hi-tech electronics manufacturer offers an influential position which features total financial control of a range of projects. Your brief will include cash planning, budgets, forecasts, performance reports, pricing and financial analysis. You will also have responsibility for staff supervision / development, WP reviews and preparation of preliminary results. Ref: 404502

Contact The Manager at 1 Cambridge Walk, Camberley 0276 22232 Or the PQE Specialist advising on this appointment on 071-489 9997

N.W. KENT

c£26,000 + car

Commercial Accountant

Challenging, innovative approach to business sought by major leisure group. Working at the sharp end of operations, you will make key contributions in product profitability, analysis of brand margins and the viability of new product development. Rolling forecasts and reports on international operations complete an exciting picture. Ref: 6185A2

Contact The Manager at 28 High St, Bramley 081-250 8888 Or the PQE Specialist advising on this appointment on 071-489 9997

SURREY

c£30,000 + car

Financial Controller

A vital role based at the Head Office of this international financial service organisation. This position will stretch both management and technical ability as you assimilate and process financial information from around the world, constantly improving information chains to cope with record profits and ever expanding operations. Ref: 34320

Contact The Manager at 52 George St, Croydon 081-680 4034 Or the PQE Specialist advising on this appointment on 071-489 9997

REED...
accountancy



Mirror Group Newspapers

ACCA Or ACMA
FINALISTS

UP TO £23,000

LONDON

Based

Mirror Group Newspapers is one of the world's largest and most modern newspaper groups.

With the launch of the European - Europe's first national weekend newspaper in full national colour, we have further established our position as leaders in the development of the industry.

New titles bring new opportunities. Development and reorganisation has created three new appointments for top calibre accountants approaching final qualification.

Reporting to the Group Management Accountant the key responsibilities of these challenging roles will be:

- Preparation of profit forecasts
- Company overhead control
- Systems design
- Fixed asset control
- Ad-hoc projects

Ideally, in your mid 20s you will want to join a company which is geared to further and rapid expansion in the UK and overseas markets.

As part of a successful multi-national corporation there will be excellent opportunities for further career development throughout the Mirror group of companies.

Please write enclosing a comprehensive resume together with salary history to:

Pauline Donnelly
Recruitment Officer
Mirror Group Newspapers
Holford Circus
London EC1P 1DG.

FINANCIAL CONTROLLER

NORTH WEST

c. £28k + Car

Much is changing at the Milk Marketing Board. A new corporate identity has been developed for the Farm Services Division now named *Genus* and in the Autumn we plan to relocate to a new divisional headquarters in Crewe.

As Financial Controller you will have a major part to play in the success of this diverse and progressive operation.

Your role? To develop, manage and motivate an efficient accounting team through which you will implement financial policies and procedures and produce regular performance data for all *Genus* activities. Strategic planning and the development of accounting systems will be important elements of your work.

Professionally qualified, your experience in financial and management accounting should be supported by good analytical and business skills. You should be at home in an environment which is substantially computer driven.

To find out more about this opportunity please contact David Fairall, Personnel Manager, Genus Personnel Division at the address below.



GENUS
PERSONNEL
THAMES DITTON
SURREY KT7 0BL
TELEPHONE 081-396 4101 ext. 3284
AN IBM BUSINESS

**HOME COUNTIES
M4 CORRIDOR****to £30,000+CAR+
ATTRACTIVE BENEFITS****Finance Manager**

For this substantial, dynamic and innovative provider of higher education, which has become a centre of excellence for both training and consultancy. By maintaining unusually strong links with industry and commerce, the organisation is able to promote real opportunities to advance careers and improve corporate performance.

In this key role, you will be responsible for the provision of an efficient and effective finance function. A prime objective will be to support the organisation's progress by the production of accurate and meaningful information on a timely basis. Early tasks will include the requirement to enhance computerised systems and develop procedures, controls and disciplines to the highest standards.

A qualified accountant, you must be able to demonstrate sound technical and managerial skills, ideally gained

in a strong, commercially led organisation. Direct involvement in management information and computerised financial systems are prerequisites. Initiative, drive and enthusiasm are essential in addition to the financial professionalism and interpersonal skills to be of influence at board level.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to Adrian Edgell, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 9 Graylators Road, Reading RG1 1JG, quoting reference AE820 on both envelope and letter.

Coopers & Lybrand
Deloitte Executive Resourcing

The Company

Our client are international market leaders in the design, manufacture and implementation of telecommunications systems for public and private networks and defence systems, with a worldwide turnover in excess of £700 million. In the two years since the establishment of the UK company, they have already gained an unrivalled reputation for excellence and are now about to embark upon a radical expansion programme. As a result they need to develop their UK management team.

The Job

Your key areas of responsibility will be:

- ◆ Implementation of the financial and management accounting function.
- ◆ Recruitment and development of your team as the company grows.
- ◆ Introduction of costing systems to all areas of the business.
- ◆ Playing a key role as part of the management team.

The Candidate

You will be an ambitious, commercially aware qualified accountant in the 28-32 age range with proven ability in the following areas:

- ◆ "Hands-on" experience of running a complete accounts function.
- ◆ Direct experience of development of costing systems.
- ◆ Computer systems development experience.
- ◆ Above all, the intellect and flair to grow with the company.

Prospects

The opportunities within this company over the next few years are genuinely exceptional. With the backing of a progressive multinational organisation committed to the success of the UK operation, the path to Directorship is open.

To learn more write (enclosing up to date curriculum vitae) to: Kevin Bradshaw, Hays Executive Selection, 3rd Floor, St. James's House, 7 Charlotte Street, Manchester M1 4DZ. Telephone 061-236 3251.

**Hays Executive Selection****Financial
Controller****Warrington****£25,000****+ Car****Bonus****Exceptional
Benefits****Financial Director****London****c.£50k basic**

An unexpected opportunity has arisen for a well-qualified graduate ACA to join a progressive services group. The group is going through an interesting period of change to meet increasing business opportunities both domestically and internationally, particularly Europe. They are privately held, enjoy a good reputation and have continuous growth prospects.

Candidates will be aged 35-40, must demonstrate an impressive and reliable career to date, have experience of maintaining complex systems involving

high volumes, enjoy managing through supervisors some 50 staff, be IT literate and capable of forward thinking. In addition to experience of the key requirements of such a senior position, exposure to banking negotiations, treasury management, and acquisitions/disposals would be useful.

An excellent package includes a high basic salary plus car, private health cover, bonus etc.

If you believe you meet these requirements please send your full C.V., including remuneration history, to: J R Gunning, Associate Director, Austin Knight Selection, Knightway House, 20 Soho Square, London W1A 1DS. Please quote reference 193/JRG/90.

**Austin
Knight****Finance Manager
(Spanish Speaking)****Venezuela Expatriate Terms + Benefits**

Our client is a young publicly quoted (L.S.E.) mineral exploration company whose activities lie in Venezuela. Established in 1986, the company has developed rapidly and employs over 300 staff in 1 main location in the interior. With initial explorations now complete and major investment plans for their first underground mine underway, the company needs to appoint a Finance and Administration manager to their Senior Management team.

Reporting to the General Manager Finance, responsibility will be taken for leading a team dealing with all financial matters arising within the operations area. This will include the continued development of computerised financial control systems, capital project appraisals and activities relating to the day to day management of an exploration/mining community.

The post would suit a qualified accountant aged 30-40 ideally with previous overseas experience. The location is suitable for either single or married status applicants. Expatriate terms are available which will include housing, car, air fares and added benefits.

To learn more about this appointment telephone or write with CV to Charles Cotton, ASA International Limited, Vernon House, Sicilian Avenue, London WC1A 2QL. Telephone: 071-831 2881 Fax: 071-404 5775.

ASA International**CAREER
CHOICE**

The Financial Times proposes to publish a Survey on the above on

**17th October
1990**

For a full editorial synopsis and advertisement details, please contact:

Nicholas Baker

on 071-873 3351
or write to him at:

Number One, Southwark
Bridge
London SE1 9HL.

FINANCIAL TIMES

LONDON'S BUSINESS NEWSPAPER

**Deputy Group
Financial Director****Grasping the nettle in
London Market insurance****City; package around £50,000 + car
+ career routes**

Our client is a small, well regarded and highly acquisitive London Market insurance group.

The company's philosophy is simple, yet effective - to grow profitability through the provision of quality products, strongly supported by user-led systems development.

A need has now been identified for an entrepreneurial chartered or management accountant to take control of the development and maintenance of the financial, management accounting and control functions of the UK head office. Here the main thrust will be to help drive the company forward towards achieving both its short and long-term business objectives. Age indicator is 30-40.

Since the Group Financial Director is frequently abroad the emphasis of the job is very much focused on clear, incisive decision making and taking.

The task in hand requires an insurance industry professional to adopt a shirt-sleeves approach in what

is essentially a problem solving role.

Outstanding commercial judgement combined with a confident personality should be much in evidence, as indeed should strong leadership skills.

Computer literate and a creative communicator, you will thrive in a small, bureaucracy-free environment where you can expect your role to grow as rapidly as the company. In other words, this is a genuinely unique opportunity to quickly make your mark within a young, dynamic organisation.

Convince us, as the company's selection advisers, of your technical excellence and single-minded determination to succeed and we will arrange an immediate and strictly confidential meeting.

Initially, please write with a full cv to,

K. Lloyd-Evans, (Ref 1436),
Hawkins Wright Thompson,
18 Thurloe Place, London SW7 2SP.
Tel: 081-686 6600. Fax: 081-680 9773.

**HAWKINS WRIGHT THOMPSON***International Executive Search & Selection***Medicines Control
Agency****Financial Director****c. £31,000**

The Medicines Control Agency (MCA) serves the licensing authority (UK Health Ministers) in controlling the marketing of medicinal products in the UK in accordance with appropriate legislation. In addition to licensing pharmaceutical products, the MCA licenses pharmaceutical wholesalers and manufacturers, monitors product safety, and provides secretariat support for expert advisory bodies.

The Financial Director will advise the Chief Executive and Board of the MCA on all financial matters, ensuring that the MCA is financially viable. He/she will also lead a team of professionally trained staff, and sit on the MCA Management Board.

You must have a professional accountancy qualification and currently have sole responsibility for the running of a finance department. You should also have at least five years' experience at a senior level in a medium to large commercial organisation.

The appointment will be for up to 3 years in the first instance with the possibility of further extension beyond that period. The post will attract a salary of £31,276 (a higher amount may be negotiable for a particularly well qualified candidate) and membership of a mainly non-contributory pension scheme. Secondment terms may be available.

Relocation expenses of up to £5,000 may be available.

Further particulars of the post may be obtained from Dr Keith Jones, Department of Health, Room 1628, Market Towers, 1 Nine Elms Lane, London SW8 5NR (telephone 071-720 2188, extension 3134). A job description and application form may be obtained from Trevor Dunnion, Department of Health, 05/81 Adelphi, 1-11 John Adam Street, London WC2N 6NT (telephone 071-962 8569). Applications should reach him by 8th June 1990.

The Department of Health is an Equal Opportunities Employer.

Recently Qualified**FINANCIAL
PLANNING
& CONTROL****£25-30,000
+ mortgage etc**

Our client is a subsidiary of one of the most powerful financial groups. Based in Central London, it provides high quality and cost effective financial and business support services to the group's substantial and diverse operations.

In order to strengthen the financial planning and control team, we seek a commercially experienced qualified accountant aged mid/late 20s. Working closely with business managers, emphasis will be on the production and interpretation of management accounts, control of a multi-million pound budget, forecasting and cost and capital investment appraisal to ensure competitive pricing of services.

A real commercial input is sought in this still developing function so initiative, computer literacy and strong communication skills are prerequisites. Salary is negotiable according to age and experience and will be supported by a competitive benefits package. Future prospects within the group are excellent.

Please write, enclosing a full career/salary history and daytime telephone number, to David Tod BSc FCA quoting reference D/923/F.

Capital Markets and Treasury Products Financial Management

c£55,000 + Excellent Benefits Package

Our client is internationally recognised as one of the most innovative and successful investment banks. Their Capital Markets and Treasury teams are continually developing and trading new products and derivatives, which are becoming increasingly sophisticated.

A new position is now being created to manage and control this growth, whilst adding value to the sales and trading areas. This will be a senior appointment requiring extensive liaison with front office staff, in depth analysis work and involvement with product development.

The successful candidate will be a high achieving qualified accountant, aged to 36, with proven ability to manage complex issues under pressure in a results orientated organisation. Excellent product knowledge gained over a number of years in dynamic organisations and a flexible enquiring approach are prerequisites for this appointment.

Interested applicants should submit a full curriculum vitae to Diane Forrester ACA, Executive Division, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LE. Telephone on 071-831 2000.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Accountant

(Opportunity for a junior accountant to develop a career internationally)

ZURICH

Computer
Services
Industry

Our client is an autonomous subsidiary of a multinational corporation, active worldwide with revenues in excess of \$5 billion. Acknowledged as leaders in information technology services, they have an excellent reputation for quality with an established blue chip client base. They are renowned as an aggressive sales and marketing led organisation.

They seek a commercially orientated accountant with a few years experience to maintain the company accounts of two legal entities and give assistance to senior management with ad hoc assignments.

This is a small but congenial office environment where achievers can be expected to be given increasing amounts of responsibility and develop a career internationally.

You must either be a Swiss national or have a valid permit to work in Zurich, be fluent in English and have a good working knowledge of German.

Interested candidates should write in confidence to:
Nicholson International (Recruitment Consultants),
142 Buckingham Palace Road, London SW1W 9TR
quoting reference 9119 or fax details on 44 071 823 6835
or call directly on 44 071 730 8910 for an initial discussion.



**NICHOLSON
INTERNATIONAL**

A SPECIAL KIND OF MAGIC

A2/M25 junction

ELECTROSONIC

is the world leader in total systems for controlling light, sound, images, animated figures and other special effects. The company, which has a blue-chip client base, has produced magical effects in theme parks, animated displays, hotels and other leisure complexes worldwide. With T/O at around £20M (28% average annual growth over the last three years), subsidiaries in USA, Holland, West Germany and Canada and associated companies in the Far East, it is poised for further growth and success. The Finance Director now seeks a Financial Controller to support him in the financial management of this exceptional business.

He or she will be a young, ambitious, qualified accountant (any persuasion), who is thoroughly at home with computers and is capable of interpreting the numbers commercially. Experience is not a factor here - rather do we seek someone with the determination, enthusiasm and potential to grasp what is a rare opportunity for career development in a global industrial environment. Non-smoker. Age mid/late 20s.

neg mid/high £20Ks

Salary negotiable in the mid/high £20Ks depending on age and experience. Fully experienced car. Pension. Life Insurance. Plenty of growth in the office - both corporate and personal.

Please write with appropriate details to the company's recruitment consultant:
David Macdonald,
Macdonald Enterprises,
7 Dover Park, Windsor,
Berkshire SL4 4BS quoting
Ref: DM/590.

Appointments Advertising

appears every
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Thursday, Friday
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information
please call:
071-873 3000

Jennifer Hudson
ext 3607

Richard Huggins
ext 3460

Stewart Maddock
ext 3392

FINANCIAL TIMES
LONDON & BUSINESS NEWSPAPER

FINANCIAL ANALYSTS

- gain considerable exposure at a
Multi-National, Head Office level

Stoneleigh, Warwickshire Negotiable Salary + Car

The role of a Financial Analyst within Massey-Ferguson's Group Head Office is extensive, exacting and critical. The changing needs of the business dictate an approach to financial analysis that is both flexible and imaginative. This means you'll be expected to go beyond the usual confines of responsibility...

... harnessing Management Information for Massey-Ferguson's activities across Europe and North America and consolidating the results; identifying business trends and adverse trading factors and compiling special reports on specific areas.

As a qualified or part qualified Accountant, preferably CIMA, your management accounting experience will have taught you that it's the bottom line that really counts. Your analytical abilities and business acumen will always be used to the full.

At Massey-Ferguson you'll have the responsibility you need to prove your expertise. You'll find the pace that matches your energy and the scope to develop your skills fully. In no time at all you should be pushing for promotion within the Massey-Ferguson worldwide organisation... and achieving it.

In addition to a negotiable salary, which is dependent upon experience, you can expect a comprehensive benefits package. Generous relocation assistance is also available where necessary.

Please send a full CV to: Mary-Rose O'Mahony, Personnel Specialist, Massey-Ferguson, PO Box 62, Banner Lane, Coventry, CV4 9GF.



MASSEY-FERGUSON

A large US manufacturing group with European Headquarters in Paris and a European turnover of over \$300 million is currently looking for a

European Marketing Controller

Paris

420-450,000 FF

Reporting to the European Finance Director, you'll be working with affiliate marketing companies located throughout Europe concerning their financial control and co-ordination of their activities. Particular emphasis will be placed on:

- the monthly financial reporting - comments and analysis
- reviewing monthly marketing/business issues and comments from subsidiaries
- the development and review of marketing subsidiaries forecasts and plans
- budgeting and controlling at the two headquarters' locations
- the follow up of audit report recommendations and implementation

• special projects and administration.

Ideally a qualified accountant, you'll have a strong background of several years' gained in a multi-national company. The successful candidate will also be familiar with US GAAP, have strong communication skills, an international outlook and fluent English. Travel within Europe plus occasional visits to the USA will be a regular part of the assignment.

For more information please write, enclosing your full CV and salary details, to:

Paul Mercier, Michael Page,
30 rue Spontini,
75116 Paris, France.
Please quote reference PM5631 FT.



Michael Page International

Financial Recruitment Specialists

London Amsterdam Eindhoven Brussels Antwerp Paris Lyon Sydney Melbourne

Senior Management Accountant

A key management role in a leading British
independent oil company.

Excellent salary + car + benefits

We are a growing exploration and production company, currently enjoying remarkable expansion in the UK, Europe and internationally. We are operator for three significant field developments in the North Sea, have active exploration interests worldwide and participate in several non-operated producing, appraisal and development fields.

Our success is creating growth throughout the business, placing increasing importance upon the accounting teams to ensure that effective financial controls are maintained.

Leading a team of eight staff and reporting directly to the Controller, you will be responsible for all budgeting, forecasting, financial reporting and supporting records for the UK company and for international subsidiaries. You will control and maintain databases used for economic analyses and tax planning, supervise and control the General and Payables Ledgers and ensure the effective development and maintenance of systems.

This is a highly visible, senior role within the Company, involving

considerable liaison at all levels of management both internally and externally. You should be a Qualified or possibly Finalist CIMA or ACCA with at least 5 years' commercial experience that demonstrates your ability to lead and supervise others. Experience within the oil industry, or a similar engineering or service environment, would be preferred and a knowledge of treasury and multi-currency accounting would be an advantage.

The position has arisen as a result of the current job holder transferring to our American affiliate. The role therefore offers someone the scope to make a significant personal impact upon our continued growth and success plus the opportunity for development on an international scale.

Please send full personal and career details to:
Stephen Cole,
Personnel Manager,
Ultramar Exploration Limited,
Adelaide House,
626 Chiswick High Road,
Chiswick, London W4 5RS.
Tel: 081-994 5556.
Fax: 081-994 9871.



WEST LONDON

c.£30,000 + QUALITY CAR

For a successful and expanding group operating in the UK and Scandinavia in direct marketing and database publishing. Founded in 1984, the Group now has a turnover of around £30m and some 400 staff. It contains one of the leading direct marketing advertising agencies in the UK and the dominant supplier of business directories to the Norwegian market.

Reporting to the Group Finance Director and in a hands-on role, you will be responsible for preparing regular management information for the Board and for the year end consolidation. You will also be involved in budgeting, tax planning and the development of management information systems. You will work closely with the Group's senior executives and there will be regular travel to Scandinavia.

A qualified accountant, you should have a first class track record and at least two years' post-qualification experience, preferably involving consolidations and accounting for overseas subsidiaries.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to Robin Alcock, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 76 Shoe Lane, London EC4A 3UB, quoting reference RA701 on both envelope and letter.

Coopers
& Lybrand
Deloitte

Executive
Resourcing

Regional Chief Inspector (UK)

Major Banking Group
ACA, 28-32

c£40,000 plus benefits

This is a new, strategically important position with one of Britain's largest Banking Groups. Reporting to the Group Chief Inspector, it will entail both the leadership of the U.K. inspection team - conducting high level reviews of operating departments and subsidiaries - and responsibility for the development of professional standards throughout the inspection function worldwide.

The appointee will probably have 4-6 years post-qualification experience with a leading firm of Chartered Accountants. Attributes should include skills in man management and a firm understanding of the contribution which the highest standards of practice can make to the commercial success of a substantial organisation. An existing

specialisation in the financial sector would be an advantage but is not essential.

Salary is negotiable and the benefit package includes car, mortgage subsidy and bonus. Prospects within the group will be excellent.

Please write in confidence, enclosing career details and quoting reference 655/1, to Nigel Halsey, Managing Director, at the address below. Telephone 071-495 4446.

**The
Halsey Consulting Partnership**

34 Brook Street, Mayfair, London W1Y 1ZA

HAMPSHIRE

PACKAGE c. £32,000 +
F/E CAR + PARTICIPATION

Accounting Manager

Our client has long been a leader in its specialist sector of the financial services market, where through dynamic management, it continues to promote profitable growth in excess of 25% per annum. The Company, an autonomous part of a major services and leisure organisation, has achieved an outstanding reputation for the quality of its products and services.

Based at the Corporate Headquarters, this key management role will be a major influence on the organisation's financial issues, with high visibility which includes handling a variety of important relationships and assignments. Direct responsibilities will include reviewing, consolidating and presenting financial and management information; managing the preparation of financial statements, forecasts and statutory accounts; advancing and developing financial systems and controls and providing technical leadership and advice to subsidiary operations. There is considerable scope for rapid advancement within the Group.

Applicants should be experienced in UK reporting and able to demonstrate a sound record of achievement, ideally within the financial services sector. The technical competence and personal standing to deal independently at a senior level is essential. The successful candidate will probably be a chartered accountant in the age range 27-33. Relocation assistance is available where appropriate.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to Adrian Edgell, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 9 Greyfriars Road, Reading RG1 1JG, quoting reference AEB19 on both envelope and letter.

Coopers & Lybrand
Deloitte
Executive
ResourcingFinance Director
Consumer Products

c. £45,000 + Bonus

Midlands

A rare opportunity for a first class finance professional to achieve a major career success with a fast-growing division of a highly regarded British public company.

THE COMPANY

Fast growing business with a turnover exceeding £100 million. Planning to accelerate growth. Requires excellent financial direction to maximise the future business performance and profitability.

THE POSITION

Responsible to Managing Director for financial management and strategy.
Design and implement effective financial systems, budgeting, planning and reporting.
Full participation in overall business strategy.
High visibility opportunity for career success and advancement.

QUALIFICATIONS

Chartered Accountant, aged 33-40 with successful track record of financial management.
Strong computer-based systems and controllership experience.
Good personal presence, leadership qualities and effective communication skills.
Ability to demonstrate commercial acumen and the credibility to gain the support of colleagues in implementing change.

THE REWARDS

Attractive base salary with substantial fringe benefits including performance related bonus.
Significant career opportunities within the group.

Please write, enclosing full cv, Ref J9915
54 Jermyn Street, London, SW1Y 6LX

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SUPERVISOR JOINT VENTURE ACCOUNTING
London based role with a progressive British Independent Oil Company

Sovereign Oil & Gas is a successful British independent oil company whose interests, in addition to being operator of the Emerald Field Development, include a number of North Sea Fields in production. The company also has a large number of exploration licences in the UK and overseas in the North Sea and with a mandate to seek opportunities for further expansion.

Reporting directly to the Head of Accounting Group you will supervise a small, highly motivated team covering the full range of joint venture accounting functions in London, Aberdeen and overseas for the company's operated and non-operated assets. Your duties will be varied, demanding and entail immediate accountability.

You will gain real benefits from working within a small organization - greater responsibility, easier communications and a wider scope of activity.

Candidates must be qualified accountants, preferably graduates with a minimum of 5 years' post qualifying oil industry joint venture accounting experience, some of which will ideally have been gained with an operator. They should have good communications and organizational skills and the ability to motivate and direct staff. A sound knowledge of computer based accounting systems is desirable.

The position is based at the company's modern offices of Chelsea Harbour and offers an attractive salary and comprehensive benefits package which includes company car, private medical insurance and other perks.

To apply, please write with full CV, including salary details to: David Lloyd, SMCL Oil & Gas Limited, Executive Recruitment Consultants, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP. Fax: 071-222 3445.

SOVEREIGN



FINANCIAL DIRECTOR DESIGNATE

YORKSHIRE

c. £35,000 + BONUS + CAR

Our clients are part of an International Group that has had major success in manufacturing and selling branded consumer products direct to the public, with a current turnover of around £50M, and aiming for considerable growth in the next few years.

Reporting to the Chief Executive, the successful candidate will be expected to make a significant contribution in driving forward business performance, and will assume full responsibility for all aspects of financial management.

The successful candidate will be a qualified accountant, aged 30-40, with a strong track record in financial management, preferably in a manufacturing and/or retail organisation. Experience at senior level in management reporting, costing, budgeting and financial controls must be combined with a high degree of commercial awareness.

The remuneration package will include a profit related bonus, car and other executive benefits.

Please write, in confidence, enclosing full career details to: Mr K Fallon, Managing Director, Clarke Lee & Nightingale, 103 The Parade, Swinton, Manchester, M27 2BJ.

CLARKE LEE & NIGHTINGALE LIMITED
EXECUTIVE RECRUITMENTQUALIFIED ACCOUNTANT
SAUDI ARABIA

Due to a recent promotion an exceptional opportunity has arisen in METITO, the internationally renowned water treatment and environmental engineering group with a long established major subsidiary in Saudi Arabia. We would like to hear from Qualified Accountants aged around 30 who are interested in developing a career in the Middle East.

THE POSITION

Assistant to the Vice President for Finance and Administration. He will understand the Vice President and as such get heavily involved in financial controls, management reporting, treasury, OIS, office and personnel management.

THE APPLICANT

A university graduate with post qualification experience within the profession or industry. He must be technically strong in all aspects of accountancy, an executive type with drive, be conscientious, have outstanding communication and presentation skills, with a talent for staff management, firm but diplomatic and have the capacity and ambition to grow into a senior position.

THE REWARDS AND PROSPECTS

An attractive tax free salary with free housing, paid home leave, free medical and life coverage, car allowance and return airfares. This is a career position and the prospects for the right candidate both in Saudi Arabia and elsewhere are excellent.

Only applicants who meet the above requirements and can demonstrate a successful track record need apply. Applicants with a detailed c.v. with salary history and a passport size photograph should be submitted to:

Personnel Manager, METITO (UK) LTD, Olympic House, 196 The Broadway
Wimbledon, London SW19 1RY, England. Fax: 081-543 8677

FINANCIAL DIRECTOR

- ready for General Management responsibility -

South Midlands

c. £40,000 + bonus + car

This is the ideal opportunity for someone who has already proved himself/herself as a Financial Director and is now ready to broaden into general management and play a major role in the running of a substantial business, including providing strategic direction.

The successful candidate will be a qualified accountant with genuine commercial flair and a high level of interpersonal skills. Likely age is early to mid-30s. Part of a major group, the Company is a multi-million pound agriculturally based business, long

established, successful and expanding, with a reputation in the market place for exceptional quality. Salary is negotiable around £40,000 plus bonus and car.

This is an important appointment in its own right, but there are also excellent opportunities for further career progression in this very dynamic major group.

Please write with full career details to: Vincent Lyddeth, James Allen & Associates Limited, Stanleigh House, Chapel Street, Donisthorpe, Burton-on-Trent, Staffordshire DE12 7PS.

JAMES ALLEN
& ASSOCIATES LIMITED
EXECUTIVE & MANAGEMENT SEARCH & SELECTION

FINANCIAL DIRECTOR
(Designate)

We are one of the country's leaders in specialist knitwear design and production driven by our highly successful branded wholesaling and separate retailing companies.

The company has ambitious plans for the future and an enviable track record of profit growth and now seeks to recruit a Financial Director with specific experience over a period of years in the retail sector, preferably in textiles.

The successful applicant will be professionally qualified, computer literate and should be accustomed to operating at Director level. A Board position will be available after a trial period.

A significant package will be offered to attract the right individual.

Situated in a beautiful rural location on the edge of the Lake District, there is an obvious 'quality of life' benefit.

MARK BIRKBECK & CO. LTD

Apply in writing to: The Personnel Manager, Mark Birkbeck & Co. Ltd., Bridge Mill, Cowan Bridge, Carnforth, Lancashire LA6 2HS.

FINANCIAL PLANNING
ACCOUNTANT

Located at their Headquarters in the Southeast, the position reports directly to the Financial Controller.

The Company is fast growing and able to offer substantial career development prospects within one of the UK's Top 50 PLCs.

If you are currently studying or part qualified and have a flair for financial management with a desire to get to the top then we would like to hear from you.

Please write, in confidence, enclosing a current CV and daytime telephone number, quoting R292C to:

Management First Selection Limited, 9 Whitehall, London SW1A 2DD

Finance Director

City

to £60,000 + benefits

Our client, a leading US Securities company is currently looking to expand its already successful UK division into the 1990s. They have remained consistently profitable throughout the turbulence of the last two years and they are now looking to capitalise on their current market position.

Reporting directly to Senior Financial Management in the US, the appointee will assume overall responsibility for the company's UK financial and regulatory control. The role will consist of an interesting mix of "hands on" financial management and providing a real commercial contribution to the growth and business development of the company. It is envisaged that the role will develop into full Board status within one year of joining.

Ideally, candidates will be qualified accountants aged between 28 and 40 with proven senior financial experience within the Securities industry. Strong communication skills and an insight and interest in the Futures market are essential requisites for this challenging and exciting position.

Interested candidates who meet these criteria should send a comprehensive CV including current salary and a daytime telephone number quoting reference number LM213 to Carol Jardine, Spicers Executive Selection, Priory Court, 65 Crutched Friars, London EC3N 2NP.

SPICERS EXECUTIVE SELECTION
A MEMBER OF SPICER & OPPENHEIM INTERNATIONALDIRECTOR OF FINANCE
& ADMINISTRATION

Required for group of companies in Lagos, Nigeria with diversified range of manufacturing/trading activities.

Candidates to be chartered accountants aged up to 45 years with general management/administration experience at a senior level in an overseas location, preferably West Africa. Must have strong but pleasant personality able to effectively execute administration policy throughout individual group companies and control overall group financial affairs.

Responsibility will be directly to expatriate chairman/managing director. Salary and conditions will reflect the importance of the key role in the group.

Apply with full C.V. Details in writing to R. P. Woolf, No. 1 Riding House Street, London. W1A 3AS.

"INTERNATIONAL PEOPLE CREATING INTERNATIONAL BUSINESSES"



Continental Treasury Manager

Total Earnings c. \$40,000

Oxfordshire

TI Group plc is a leading international producer of specialised engineering products with worldwide sales approaching \$1 billion, and a substantial presence in Continental Europe. The Group enjoys a strong financial position and opportunities for further growth during 1990 and beyond are excellent.

The Group Treasurer now wishes to appoint to his team an experienced treasury professional to assume direct responsibility for treasury activities in Continental Europe. Key tasks will be to review the treasury needs of the TI Group subsidiaries there, to recommend, negotiate and implement improvements, and to manage specific treasury operations.

As the successful candidate, you will be educated to degree level, probably with a further professional qualification in treasury, banking or accounting, and you will have worked for at least three years in the international treasury team of a comparable organisation. You will have had experience of

funding, liquidity and currency management, and of netting and pooling systems in Continental Europe. You will also have a good working knowledge of at least one European language other than English, ideally gained during a period of living on the Continent.

The job requires significant travel throughout Continental Europe, and you will have the motivation, maturity, and skill to operate with considerable independence, working closely with general and financial managers in many countries to devise and implement solutions to treasury problems within Group policies.

An attractive salary will be supplemented by a benefits package which will include a performance-related bonus, a fully-expensed car, a family education scheme, and, where appropriate, generous re-location assistance.

If you are interested in this position, please write enclosing a CV to Douglas Austin, Ref. 7155, MSL International (UK) Ltd, 32 Aybrook Street, London W1M 3JL. Tel: 071 487 5000.

MSL International

ALEC

Associated Electricity Suppliers is a joint venture between Associated Electricity Suppliers PLC and Electricite de France. At an exciting time within the Electricity Supply Industry, ALEC has sole responsibility to advise EDF in the UK and is in the enviable position to expand its interests in the future. ALEC now needs to build a team to exploit its substantial commercial potential.

FINANCIAL CONTROLLER

A unique opportunity in the Electricity Supply Industry

c. 28K + Car + Benefits

Wimbledon

Reporting to the Chief Executive, you will be the Senior Financial Executive within the Company. Your objectives will be to implement and manage the finance function of this new, but highly profitable organisation, representing the company at a senior level and contributing to the implementation of its commercial strategy. Your role will be key to the success of the management team.

The rewards, like the demands, are high and include an attractive salary, a fully-expensed executive car, private health care, an excellent pension scheme with free life insurance cover and the opportunities for personal and career development within a large Group.

Applicants, male or female, should send a full C.V. to the Managing Director, Mercuri Urval Executive Services, Spencer House, 28 Grove Hill Road, Harrow, Middlesex HA1 3BN, quoting reference JG70790.

Mercuri Urval

Executive Services

(Licence No. 8871008)

FINANCE DIRECTOR

General Management Potential

c.£35,000, car, bonus & equity prospects

East of Scotland

The brief is to recruit a business orientated Finance Director capable of rapidly progressing into general management with this market leading organisation, specialising in the design and manufacture of high quality capital equipment for the pharmaceutical, brewing, distillery and food industries. This progressive plc, with a turnover of £3 million is growing at 25% per annum and has established its business on technical innovation and expedient delivery of prestige turnkey projects. Responsible for all aspects of finance, you will liaise closely with the Managing Director and contribute to the fundamental direction of the organisation. Supported by modern computerised management and control systems, you will have considerable freedom and autonomy to implement strategic and operational financial initiatives to support the business during the programme of organic and acquisitive growth. Probably a graduate and aged over 28, you must be a qualified accountant with a track record of success and achievement gained at senior management level in a manufacturing organisation utilising computerised systems. Strong management and leadership skills are essential, combined with the commercial acumen, determination and drive to fully realise the outstanding promotion prospects available with this group of companies. Interested candidates should submit a comprehensive current resume quoting Reference 11094/FT. The confidentiality of all approaches is strictly guaranteed.

Varley Walker & Partners
182 Portland Road, Newcastle-upon-Tyne, NE2 1DJ.
Tel: 091 221 0101 Fax: 091 221 0842.

Varley-Walker
Human Resource Consultants

Ambitious Financial Controller

(North East London)

(Director - Designate)

circa £ 30,000 package

We are looking for a qualified accountant in his/her mid thirties with good communicative skills, to take control of the financial and administrative function of a specialised operation with numerous retail outlets.

Experience with computers and EPOS systems, and the ability to understand the requirements of the business, will serve to enhance the liaison that is needed with the entrepreneurial Chairman and his team.

Please send replies and full CVs to A824, Financial Times, One Southwark Bridge London SE1 9HL.

Divisional Financial Director

Bedfordshire

£40,000+

GEI INTERNATIONAL PLC is seeking a finance director for their packaging machinery division. The successful candidate will be responsible to the Divisional Managing Director for the financial planning and control of a number of internationally based subsidiaries and will also be closely involved in the strategic growth of the division by acquisition. He/she will be functionally responsible to the Group Finance Director and for the Finance Directors of the subsidiaries.

Applicants should be graduate qualified accountants, and have significant manufacturing experience preferably in the capital goods industry. A sound knowledge of IT is essential and experience of acquisition research and integration would be useful.

Good inter-personal skills are required for the position which offers an attractive basic salary, bonus scheme, fully expensed car and a range of executive benefits including share options and relocation where applicable.

Please write with full CV stating current earnings, to:
Mr W. A. Elms, Divisional Managing Director,
GEI Packaging Machinery Ltd,
42-44 West Street, Dunstable, Beds. LU6 1TA.



CORPORATE FINANCE EXECUTIVE

c. £29,000

+ Car + Benefits

City

F&B

ROBERT HALF

LONDON

Our Client is the investment arm of an overseas parent. A stand alone subsidiary, the company has three active Corporate Finance Directors, all with merchant banking backgrounds. The company is looking for acquisitions in the UK, USA and Europe.

The role will involve:

- Market research.
- Identification of targets.
- Valuations.
- Due diligence.
- Negotiations and contracts.
- Finance structuring.
- Post acquisition reviews.

Candidates will be graduate ACA's with experience of corporate finance, corporate recovery or investigations. Good communication skills and a willingness to learn quickly are essential.

Please apply directly to Jonathan Wilkinson at Robert Half, Freeport, White House, Bedford Street, 418 The Strand, London WC2R 0BR. Telephone 071-536 3545 or evenings on 081-072 0967. Alternatively, fax your details on 071-536 4942.

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FINANCIAL TIMES

LONDON'S BUSINESS NEWSPAPER

Finance Director

Software Publishing

c. £40,000 + Equity

Thames Valley

Successful, acquisitive European software publishing group seeks ambitious, young finance professional with drive, business acumen and first class financial management skills. Attractive and potentially very rewarding package.

THE COMPANY

- Autonomous European publisher for the fastest growing international, public p.c. software company. Most recent acquisition in progress brings turnover to over \$75M.
- Continuing programme of acquisitions to broaden already extensive product base and geographic spread.
- Deep financial backing, highly motivated management team with an impressive track record of managing growth and profitability.

THE POSITION

- Reporting to the Chief Executive with full responsibility for financial management now and through a very exciting development phase.

- Review, upgrade and direct the systems and people to ensure effective operational control of rapid growth.
- Key tasks to integrate acquisition; manage growing operations and produce quality management information, analyses and forecasts.

QUALIFICATIONS

- Qualified accountant with at least 4 years experience in a senior financial management role.
- Knowledge of M&A, company financing, plc reporting and/or flotation would be an advantage.
- Confident, hands-on Manager, with the ability to think strategically and communicate clearly.

Please write, enclosing full cv, Ref SJ2089
Orion House, Grays Place, Slough, SL2 5AF

S N

LONDON: 071-495 6992 • MANCHESTER: 061-205 1458
BIRMINGHAM: 021-253 4656 • GLASGOW: 041-204 4334 • HONG KONG: (085) 3 217133

Group Treasury Manager

London

c £40,000 + Benefits

Our client is a leading international food processing and trading Group with a turnover now exceeding £350 million and a commitment to becoming a dominant force within the food industry.

The increasingly complex treasury requirements of the Group have led to the creation of a new position, Group Treasury Manager. Reporting to the Group Finance Director, you will be responsible for developing and implementing a central corporate treasury strategy across the Group with particular emphasis on cash management, short term liquidity and foreign currency management.

You should be a graduate, aged 30-35 with a relevant qualification and have at least five years' experience in a corporate treasury or banking environment.

You should have a sound understanding of treasury and related accounting techniques coupled with good interpersonal and communication skills.

Please write enclosing a full Curriculum Vitae and daytime telephone number, quoting Ref: 427 to:
Barry A Ollier, BA, ACA, Whitehead Rice Ltd,
43 Welbeck Street, London W1M 7HF.
Tel: 071 637 8736.

Whitehead Rice

MANAGEMENT SELECTION

APPOINTMENTS WANTED

FINANCE DIRECTOR

Experienced Accountant seeks part-time or non executive assignments with small or medium sized companies in the London/Herts/Beds area. Write Box 1022, Freeport, One Southwark Bridge, London SE1 9HL.

Treasury Accountant

Career Development Opportunity

Salary £350K + Car

Management Buy Out

London Based

The small headquarters team of BPCC Ltd, the UK's premier printing group has played a key role in achieving a year of successful operation following a Management Buyout in 1989.

With well established cash management practices, careful control of working capital and sound investment of the Group's short term funds they have provided a strong base for the organisation's future development plans.

The role of Treasury Accountant, co-ordinating these vital functions between our ten decentralised Divisions with a combined turnover of £380 million is an ideal development opportunity for a young qualified accountant, looking for a period of corporate exposure with excellent career prospects.

First class communication skills, commercial flair and computer literacy are essential along with an understanding of the requirements of the Treasury function in a highly leveraged organisation.

If you feel you could meet the challenge please write with a brief career history to:
Ray Beecroft, Deputy Finance Director,

BPCC Ltd
282 Waterloo Road, London SE1 8RQ.



Chief Accountant

£25,000

London

Save the Children is the UK's largest international voluntary agency in its field, with programmes in some 50 countries and a well established project base in the UK.

To finance our work, we depend upon support from the general public, volunteers in over 800 local branches in the UK, the corporate sector, local authorities and central government.

The Finance Department provides accounting and information services to the whole of The Fund worldwide. As Chief Accountant (deputy to the Finance Director) you will direct the department's work in response to changing situations within The Fund - and advise other departments on financial matters to safeguard the Fund's assets and reputation. You will have the responsibility too, for overseeing our new general ledger system and the implementation of a new support system within the next 12 months.

A qualified accountant (ACA, CACA or equivalent) with at least seven years experience in financial management, you will need to become familiar with the complex technical issues that face charities. Your skills will also include the ability to manage and motivate your 30-strong team.

This position presents a marvellous and rare opportunity for the right individual to be involved with this high profile organisation. It's a role that will involve some travel, too, both in the UK and overseas.

For an application form please write to: Wendy Gage, Personnel Office,
SCF 17 Grove Lane, London SE8 8RD.

Closing date: 8th June 1990.

SCF aims to be an equal opportunities employer.

Save
the
Children

MANAGEMENT ACCOUNTANT

The European subsidiary of a US Chemical company, based in Gerrards Cross, Bucks, requires an ambitious young accountant.

Main responsibilities will cover management accounting and analysis. Candidates will be qualified or finalist accountants with 3-5 years Commercial experience, be computer literate with programming experience and must also have experience of Lotus spreadsheets.

The position offers excellent career progression in an expanding company for a high calibre individual, and an attractive benefits package (subject to experience).

PLEASE SEND DETAILED C.V. TO:

Miss Julia Maskell
Great Lakes Chemical (Europe) Ltd
Sterling House, Station Road
Gerrards Cross, Bucks SL9 8EW
Telephone: 0753-889880